

AUGUST 1953 • FORTY CENTS

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



COLD WAR on the
HOME FRONT... Page 8

Read what a Buffalo, N. Y., minister found out when he doffed his robes for a job as a welder in industry and sought the reasons for labor-management strife.

Only Dodge Offers **3**★Way Dealer Profits

From a Single Sales Agreement!

TRIPLE-DECKED LINE

- 1 DODGE action-built CARS** . . . take the measure of all "eights".
- 2 PLYMOUTH** . . . 3rd largest selling car in America.
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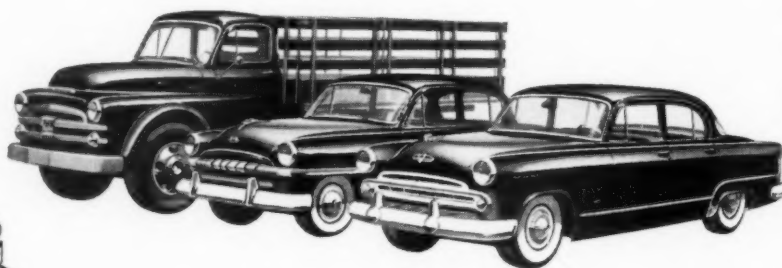


TRIPLE TIE-IN AGREEMENT

Dodge dealers profit from the sales of "all three"—the only profit opportunity of its kind in the auto industry.

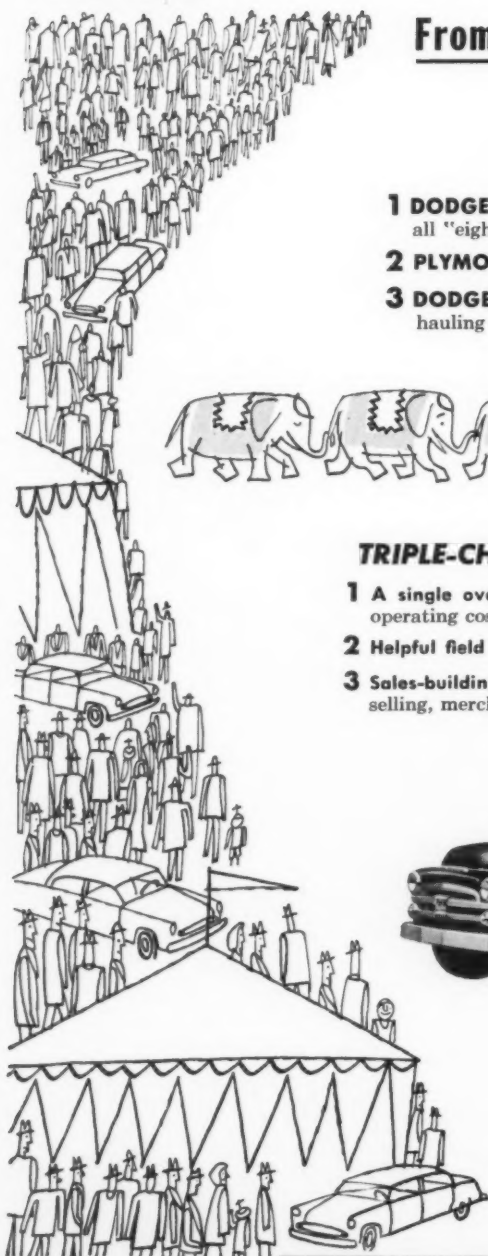
TRIPLE-CHECKED ADVANTAGES

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There's no such thing as a "pretty good" egg

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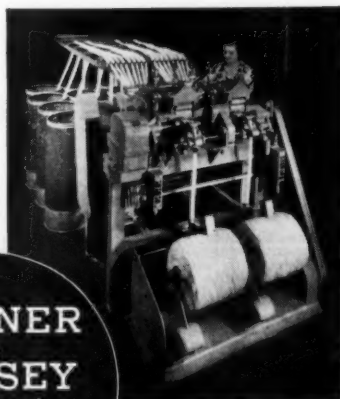
Labor doesn't want regulations, the injunction, wage ceilings. Then labor must make sure it earns the wages it gets, and serves the *public* interest so well that it needs no restraining hand.

Business wants the right to keep reasonable profits. Then it must avoid the mistake Europe made—it must keep investing profits in better machines, and share the benefits of these better machines with

workers in wages, investors in dividends which will attract thrift, and with the public in lower prices.

The public wants greater and greater values for its money. Then it must stop demanding free things from the government which can only be furnished out of taxes squeezed from business. Even American business can't continuously increase values, taxes and wages, all out of the same sales dollar.

If we want the benefits of freedom, it's got to be full freedom for the other fellow as well as ourselves. You can't have a little freedom—you can't be "pretty free"—any more than you can have a pretty good egg.



YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION MACHINERY

ABOUT THIS ISSUE

Have you ever heard of a clergyman who traded his pulpit for a job as a welder in industry? Rev. Urban L. Ogden of Buffalo did just that in order to find out first hand why labor and management can't get together. See Rev. Ogden's revealing article, "Cold War on the Home Front," on page 8.

Douglas C. Cunningham, Philadelphia district manager of Kennametal, Inc., describes how his company trains its customers in the efficient use of its tools in "Specialized In-Plant Training Aids Industrial Management" on page 10.

"What About the Manager and Quality Control?" Glen E. Ghormley, quality control consultant of Los Angeles, discusses some of the current quality problems which confront today's manager. See page 12.

The day when the foreman's status was questionable is past. The door to management is open, but the foreman himself must cross the threshold. See "Brother, It's Up to You!", by Earle E. Langeland, vice president of production of the American-Maize Products Co., on page 16 of this issue.

"Hail the Electronic Foreman!", a humorous article by Alan Pritchard on page 20, should soothe the nerves of any foremen—or worker—who fears that an electronic brain will replace him on his job.

ON THE COVER



Featured on this month's cover of MANAGE is a Kennametal, Inc., in-plant training class in action at the Hale Fire Pump Company in Conshohocken, Pennsylvania. The purpose of the program is to train the users of Kennametal products in the correct and efficient application of these tools. Kennametal has found in-plant training the most effective as they may reach a maximum number of customer personnel. "Specialized In-Plant Training Aids Industrial Management" on page 10 of this issue presents a complete picture of Kennametal's training program.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

AUGUST, 1953

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THIS ISSUE'S TOTAL CIRCULATION: 59,850

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 58,906 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

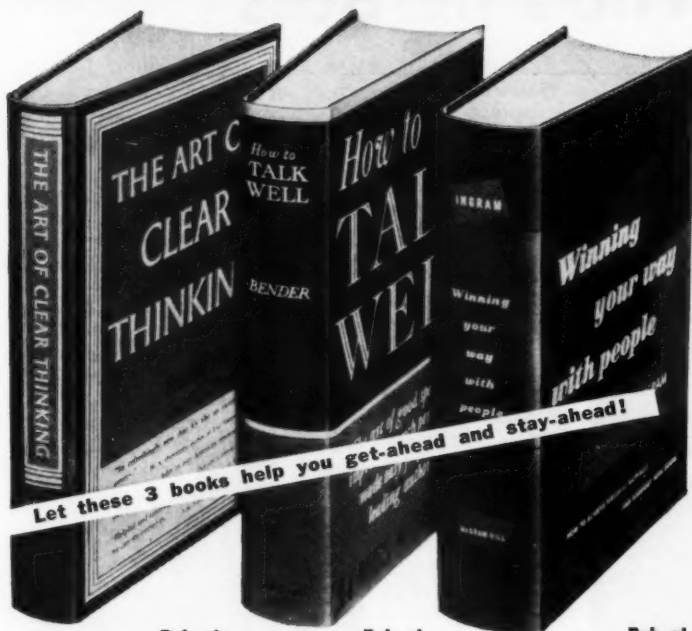
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"Get along" faster and easier by getting along better

WINNING YOUR WAY WITH PEOPLE

by K. C. INGRAM

John D. Rockefeller once said, "I will pay more for the ability to handle people than for any other ability under the sun." Today, that feeling is becoming more important throughout the business world. Top salaries are paid to those who have the ability to influence and direct the efforts of others. Here, at last, is a practical, proven guide to handling people successfully. It reveals the psychology of making people listen to you, think well of you, and remember you.

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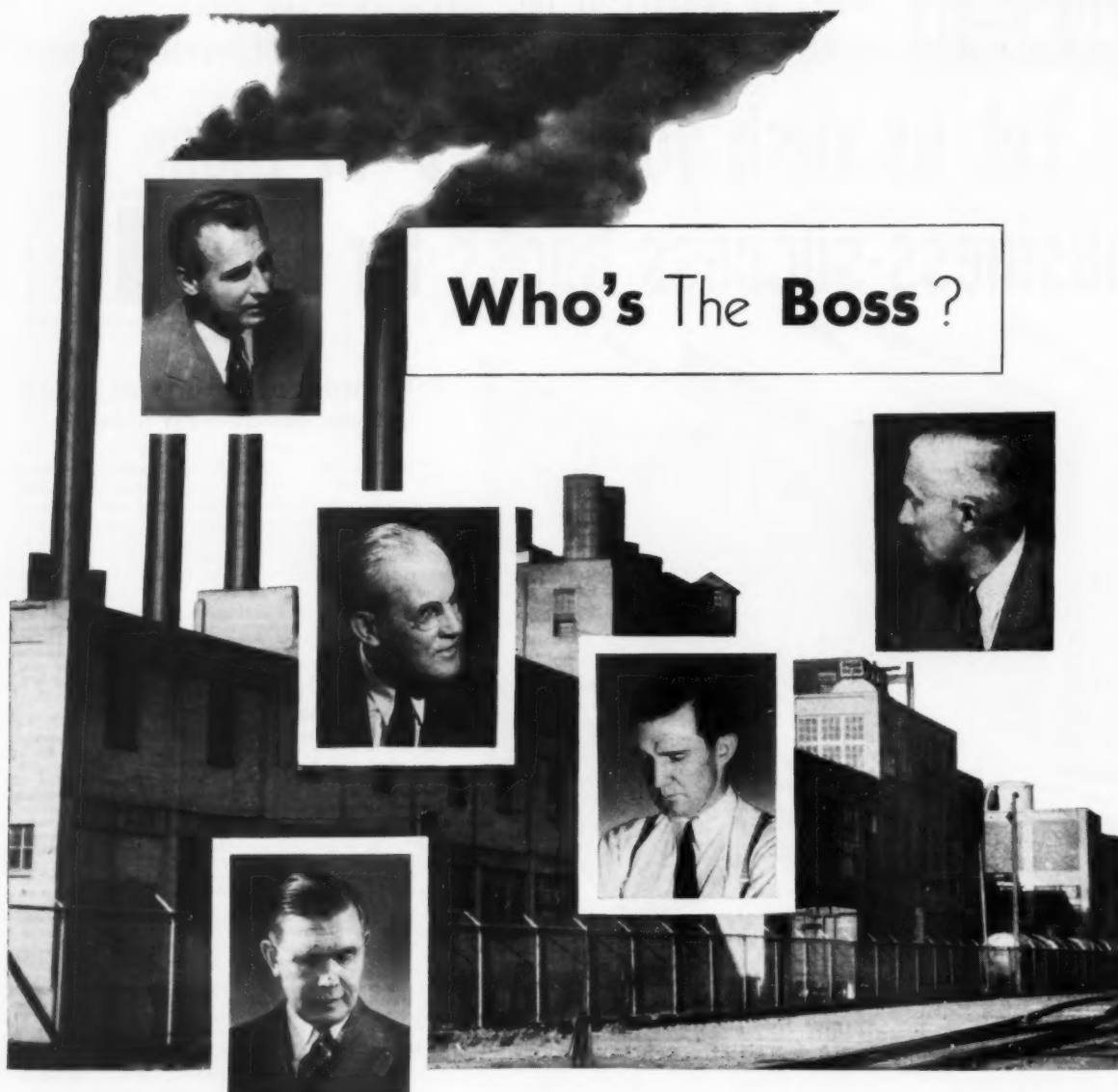
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Who's The Boss?

To the men under you, *you* are.

You may look for guidance and direction to the men above you — but to the men *under* you in your department, you're the king-pin.

You're supposed to know everything. You're supposed to have all the answers. You're supposed to know the whys and wherefores, and be able to explain anything the boys don't understand.

Can you do it? Or, when you get a tough one, do you just say "It's company policy" and let it go at that?

Have you asked top management *just why* they do what they do?

No foreman can be fair to the men under him unless he can give a good answer to their questions. To answer their questions properly, he, in turn, must have full information from the man above him.

If you think you are not being given all the facts you need to answer the questions you get, *go to the man above you and get the full story as to why things are being done the way they are.*

That's part of your responsibility as a foreman.

Foremanship Foundation, Inc.

DAYTON, OHIO



A non-profit organization supported by companies who believe that America's Foremen help steer America's future.

EDITORIALLY SPEAKING

Down in Mexico City there is a fellow who thinks mighty highly of The National Association of Foremen and the work it is doing to unify individual management teams. He is Antonio Ruiz Galindo, the man honored as the NAF's International Man of Management at the 29th Annual Convention in Cleveland last September.

I took my vacation down in Mexico this summer and got to know more intimately the good Ruiz Galindo is doing for Mexican industry. There is no doubt but what he is 30 years ahead of his time in Mexico, but he is setting the pace for all Mexican industry.

As Ruiz Galindo remarked frankly in Cleveland last September, he is profiting from the labor-management mistakes made in the U. S. during the 1920-1940 era.

The standard of living of Mexico's 28,000,000 citizens is rising rapidly, particularly when one considers that at the outset of the social revolution of 1910 fully 90 per cent of the people were illiterate peasants. The Diaz dictatorship had for 34 years kept the people poor, the riches of Mexico being enjoyed by the ruling 10 per cent and carted off to Europe by foreign investors (friends of Diaz).

In the August, 1952, issue of MANAGE, we had an article on the industrial philosophy of Ruiz Galindo. It explained pretty clearly why the NAF had selected him as the outstanding management man of the world for 1952. His acceptance address at the convention proved that he deserved the honor and that the NAF could well be proud of its decision. Such spontaneous applause from

the 1,500 members of management who heard him—some with genuine tears of emotion in their eyes—does not come easily.

I spent one day at DM Nacional ("industrial city") at the outskirts of Mexico City, being guided by my friend (and the NAF's) Antonio Ruiz Galindo, Jr., who is sub-director general of the Galindo industries. I saw the 246 children of the employees as they attended the ultra-modern school built by Galindo. I talked with the Mexican government's commission for spending 30,000,000 pesos on new school construction, also visiting the school, and found they expected to follow the principles developed by Senor Galindo.

I saw the employees' dining room, the employees' hospital and nursery school, the employees' super-market, the apartment buildings where only non-supervisory employees and their families may live, and the employees' gymnasium, swimming pool and football field.

As Ruiz, Jr., took me through the plant where steel furniture, refrigerators and stoves were being assembled, I sought to ask him about his company's relations with the union for workers. Before the opportunity came, however, a man Tony identified as the union president came up and jotted down Ruiz Galindo's address in Germany (where he was on a trip to buy coffee processing machinery) so the union could send him a telegram of good wishes on his Saint's Day.

"We're all good friends," grinned Tony. "The workers respect management, and man-

(Continued on Page 27)

NAF Honor-Men for 1953

The following three men have been named by the NAF Board of Directors to be recipients of the top awards to be presented at the 30th Annual NAF Convention in Milwaukee on September 25:



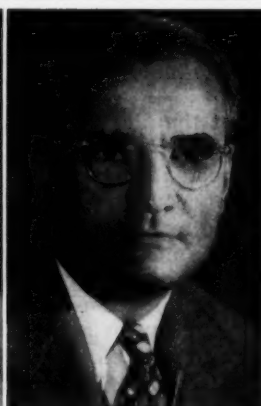
INTERNATIONAL MAN OF MANAGEMENT

Mr. J. R. D. Tata, Chairman of Tata Industries, Ltd., of Bombay, India, will be honored on Friday afternoon, September 25.



FREE ENTERPRISE NEWSWRITER FOR 1953

Mr. William M. Freeman, Business-Financial Writer of The New York Times, will receive the citation on Friday afternoon, September 25.



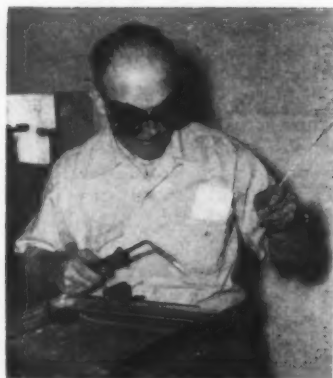
NATIONAL MAN OF MANAGEMENT

Mr. Ralph S. Damon, President of Trans World Airlines, Inc., will be honored Friday evening, September 25.

Cold War

on the HOME FRONT

By Rev. Urban L. Ogden



Reverend Urban L. Ogden of the Church of Christ Disciples, Buffalo, N. Y., read with interest "Management is a Profession" by Father Richard M. McKeon, S. J., in the September, 1952, issue of *MANAGE*. In that article, Father McKeon saluted American industrial management for achieving its right to be called a profession. Reverend Ogden's immediate reaction to the story was, "If management is so square, why do we have so much labor-management strife?" The more the minister thought, the more of a challenge he had to find out for himself.

So Reverend Ogden took a leave of absence from his pulpit and went to work as a welder in Buffalo area industry. He has worked in three different plants over the past several months, and here is what he has found out about modern American industry's labor-management relations:

ALMOST as certain as death and taxes are the promises of politicians to do something about the latter. During the recent Presidential campaign, promises were made to cut many billions from the Federal budget. Most people thought of these as nothing but campaign promises, especially when the proposed cuts were so large.

But the amounts suggested may not have been so fantastic as they seemed. It is true that large cuts from government expenditures can be made by the elimination of much unnecessary buying and by exercising greater care in many ways, but it seems that the greatest opportunity for savings has hardly been considered, if at all. *Why not a reduction of prices through increased industrial production?*

Surely no one will question the legitimate place and value of labor unions. We need not explore the good they have done. But it is not out of place to suggest that some of their policies have been unnecessarily costly to the general public.

These stem from a situation of cold war between labor and management, which is in continuous existence. This cold war keeps production down, prices up and brings about increased taxation.

While there have been many inequities between labor and management (the two parts of one whole) prior to general unionization, still there has nearly always been more of an employee feeling of personal responsibility and team-unity than is to be found today. This has virtually disappeared. When a workman was hired by company management, it used to be that he instantly began to feel personally important in regard to the welfare of the firm. He was under the supervision of a foreman who was a part of management, and he realized he was directly responsible to the company through the foreman.

Though a workman is still hired by company management, he becomes a member of a union which is his representative with the company. The workman's relationship

with the company and his responsibility to the company become quite vague and insignificant.

So industry has become divided into two hostile camps: management and labor. With a few outstanding exceptions, the general picture is one of division instead of unity, competition instead of co-operation, near enmity instead of friendliness. This is the rather natural outcome of the struggle on the part of unions for the rights of workmen on the one hand, and the struggle of management on the other hand to retain its position of complete authority over its labor force.

The major evil arising out of this spirit of near-enmity and which increases prices to the individual consumer and to the government is the curtailing of production. One of the very definite purposes of most workmen, seemingly supported by unions, is to give the smallest possible amount of production for pay received. This is meant to be evidence of their freedom from domination by the com-

pany. They take the attitude that if the workman did more than he does, the company would expect still more. So by *holding down* production, the workman protects himself from excessive demands by the company. He doesn't seem to realize that he also *raises* prices for himself as a consumer and taxpayer. On many jobs workmen produce less than half of what they could produce without overworking themselves. Now, since a very large part of the cost of any finished product has gone into wages, one readily sees how this fact raises prices.

A lot of time is wasted in industry by employees just "fiddling around." Human ingenuity can invent much unnecessary activity in preparation to do a job. Then there is too much just plain loafing.

It seems that if a job is done in less time than the figure set by time study, the foreman can say nothing about loafing during the remaining time set for the job.

Another device is slowing down the rate at which a machine normally runs under the pretext of doing a job of "close machining."

Probably the most ingenious way of all is "cutting air." This is particularly adaptable to boring machines. After the cut has been made, the tool is sent through again and again.

A great deal of unnecessary production cost is caused by having too many workmen on a job and by jurisdictional assignments, both of which are a part of the general program of unions. In a certain factory, the electric switch on a machine would not shut off. The matter was reported and in due time the foreman of electricians came and looked at the switch. About a half hour later he returned with two workmen. After taking turns looking at the switch, one of the workmen removed the cover, taped an exposed wire, and the three went on their way. Regarding the folly of jurisdiction, a lifting motor which runs on a track had been taken down for repair. It was brought back by two maintenance men on their little shop truck. The truck platform was hoisted so one of the workmen

could hang the motor on its track. This done, they rode away. Some time later two electricians came, riding on their little shop truck. Its platform was hoisted, lifting one of the men so he could plug the electric cord into the socket. Now the motor was ready to run and the job could be resumed.

Probably underlying the whole situation is a hungry feeling of insecurity on the part of the workmen. By holding down production, jobs will be created for more men. Suppose that on a particular job a workman produces five units a day. If each workman increased his production by one unit, then five men will do the work of six and the sixth can be laid off. So the reasoning goes. Another popular fear is that by increasing his production, the workman may be decreasing his own week's pay! For if production can be held down during the regular forty-hour week, will this not mean overtime with its time-and-a-half pay? He does not make any attempt to realize that his company cannot afford to pay overtime for only partial production.

And woe to any man who shows evidence of a willingness to do even a little more than the "timing" of a job calls for! He is a "company man," the worst epithet that can be applied, the absolute ultimate in name-calling. He is a traitor to those with whom he works and is playing into the hand of the enemy!

And so the cold war goes on, occasionally erupting into a hot war of strikes.

TAX CUTS POSSIBLE

The solution of this problem is important not only to industry as such, but to every citizen. For, as indicated previously, the answer to high prices is increased production with factories and machinery now on hand. With a major part of the savings created by such increased production passed on to the consumer, considerable amounts could be cut from family budgets and several billions of dollars could be cut from government budgets, thus lowering taxes. Some of the elements of a possible solu-

tion which seem logical to me are as follows:

Since the success of an industrial venture is still the responsibility of management, the initiative lies here. And since with the coming into power of labor unions, management no longer has absolute power, it is necessary to approach the situation with persuasion rather than with authority. Imagination and some understanding of "human engineering" must be a part of the qualifications of those who would attempt a solution.

Unions should not be looked upon as a necessary evil which has to be tolerated, but as the other half of the team. It will never be possible to create a general spirit of cooperation on the part of workmen so long as the union as an organization presents itself to the men as their protector against the company. Management will, therefore, need to make a genuine and sincere attempt to create understanding and a spirit of cooperation and common purpose between itself and the unions with which it deals. Company officials could discuss common problems in a spirit of friendliness with union officials. Most industrial plants have space which could be offered to unions for their meetings. Union representatives could be invited to present labor problems and purposes to management groups. And it is quite probable that an invitation could be secured for a representative of management to address union meetings on common problems and purposes. As it is, most contacts between management and labor as it is represented by its unions are those of at least potential antagonism and conflict. Labor wants something which management does not want to give.

UNLIMITED POSSIBILITIES

Having opened the way for the beginning of a new spirit of cooperation, and perhaps of friendliness, through an approach to unions by way of their officers and representatives and by offering other evidences of friendship, there is unlimited opportunity for construc-

(Continued on Page 32)

Specialized In-Plant Training

By Douglas C. Cunningham
Philadelphia District Manager
Kennametal Inc.

BECAUSE over-all efficiency of metal-working machine tools as well as operator proficiency are determined largely by effectiveness and serviceability of the cutting tools used, Kennametal Inc. of Latrobe, Pa., one of America's outstanding producers of sintered tungsten carbide cutting tools and other carbide specialties, employs its own novel in-plant training program for educating and instructing the ultimate customer-user in the proper methods of applying its carbide tools to their machining operations.

Whenever Kennametal carbide tooling is correctly applied in machining operations, output per man and per machine usually triples because cutting speed afforded is often up to six times that possible with high-speed tool steels. Of course, resourcefulness, ingenuity, and constructive judgment are required to obtain such increased production together with improved quality at lower ultimate tool cost.

Before these objectives can be achieved, it is generally conceded that the operating personnel in the plant must have the ability to (1) select the proper carbide grade, (2) select the correct tool styles, (3) properly recondition the tools and (4) be able to analyze tool wear and recognize possible steps to improve the results.

Hence, the most economical and efficient use of Kennametal is obtained by the "know-how," human effort and cooperation between Kennametal's experienced field corps of tool engineers and the many thousands of reliable men engaged in machine-shop production. In-plant training brings to men throughout industry all the latest knowledge on how to apply tools and enables them to secure this increased machining output under normal shop conditions.

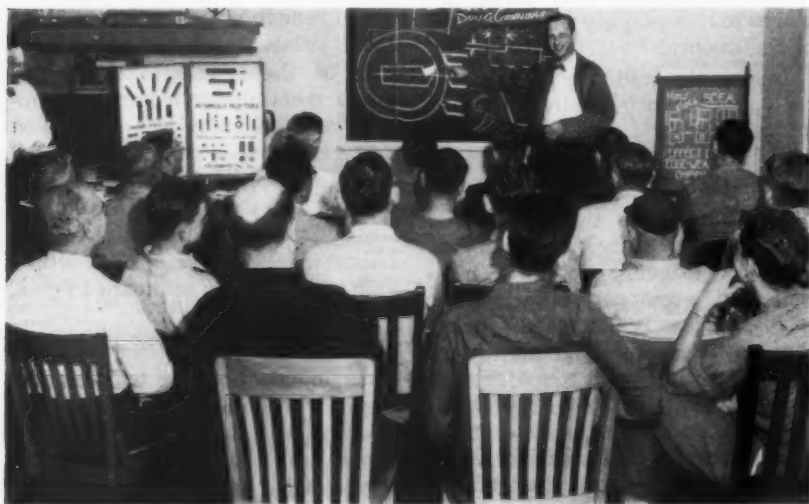
All sintered carbides are not alike. Many people throughout industry believe that all carbide machining tools are similar. This is far from the truth—Kennametal itself produces over ten separate grades, each designed and developed for a specific purpose. One

might be used for heat-resistant applications; others are available for the machining of steel or cast-iron.

Until 1937 when Philip McKenna, now Kennametal's president, evolved and patented a composition of tungsten, titanium and carbon—an intermetallic compound having the formula $WTiC_2$ —it was not practical to use carbides to machine steel. Having an unusually high transverse rupture strength coupled with a very low heat conductivity, it became the effective ingredient of many revolutionary steel cutting tool compositions used where heat of the cut is not absorbed but kept in the chip. From then on the entire carbide field rapidly increased in importance until today it's rare to find a manufacturer who does not make some use of them in machining operations.

Kennametal field engineers, together with interested customer management personnel, recognize the fact that employee education can be accomplished in several ways. Any formal plan of education must be accomplished by taking the employee to school or taking the school to the employee. Practical experience has proven the latter choice to be the most desirable because any educational work that is conducted in the customer's plant has the advantage of reaching all employees interested in the use of carbide tools and teaching and demonstrating the proper use of these tools on jobs and machines familiar to the employee.

Kennametal's intentions are to provide their customer-users, through these training programs, a thorough understanding of all basic principles involved in the use of carbide tools. Ultimate benefits depend on the employee's desire to apply this knowledge plus a continuation of Kennametal's engineering service and regularly scheduled calls by resident tool engineers in the various metal-working districts.



OPERATOR KNOW-HOW—Because quality tools perform efficiently only when used correctly, Kennametal, Inc., has initiated "in-plant" training classes such as the one pictured above at the Hale Fire Pump Co., Conshohocken, Pa.

Aids Industrial Management

Briefly, these programs are designed to achieve the following objectives:

1. Effectively teach and train the individual users of Kennametal products.
2. Promote Kennametal products and policies.
3. Promote better acquaintanceships between Kennametal representatives and customer personnel.
4. Reach a maximum number of customer personnel.
5. Present all necessary basic tooling and application fundamentals in the most economical manner.

In the majority of cases, this program is conducted in a total time of 6 hours class room instruction together with practical shop demonstrations. It has been most effective when organized into three classes of 2 hours each—with sessions scheduled about one week apart. This permits proper emphasis to be placed on the basic fundamentals of using carbide tools and allows an intermediate period for demonstration and practice.

In most cases classes are restricted to no more than 15 students to permit individual instruction and participation in the informal question and answer periods. Principal points are emphasized by the use of sample tools, sound films, training charts, posters, slides, tool manuals, milling manuals, black-board chalk-talks, textbooks, etc.

Charts and slides are used in the training programs to enable instructors to secure proper emphasis on key points of their presentation. Sample tools from the customer's own shop enable students to see and feel features of the points under discussion. A sixteen-millimeter film demonstrating proper techniques for regrinding carbide tools, used by permission of the Norton Co., affords variety and visual aid plus implied en-

dorsement of Kennametal's tool regrinding recommendations.

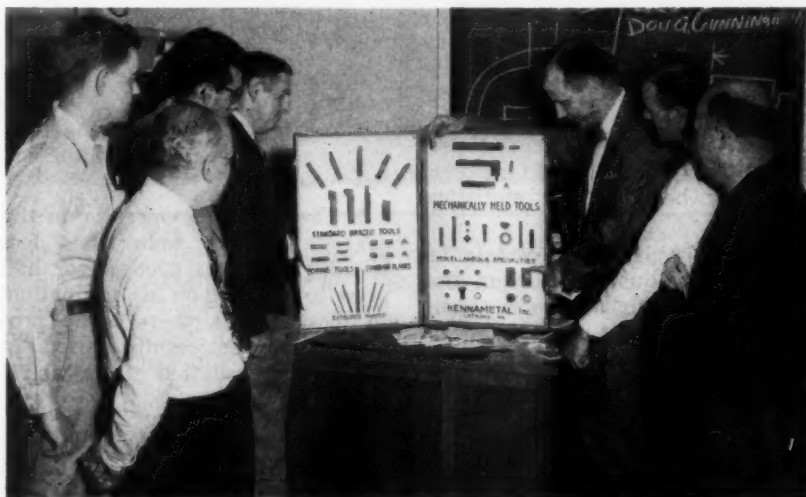
A definite sequence of subject matter in the program is usually followed. Introduction to, and development of, the carbide tooling industry is followed by additional information on both grade and tool style selection. Second phase of the program usually covers the subject of recommended tool grinding and reconditioning methods while the third portion deals with tool wear analysis. Illustrating these varied factors with slides showing typical shop applications helps to emphasize points under discussion. Further emphasis is obtained by quizzing the students and presenting typical shop problems for their solution. This is an interesting, and usually very lively portion of the program, which requires the students' understanding of the previous program material. It also gives them an opportunity to demonstrate their knowledge of and ability to use calculators and text material provided by the instructors.

Kennametal's program offers the convenience of having training

sessions conducted altogether within the customer's plant. The program can contact all personnel, directly or indirectly, involved with using sintered tungsten carbide tools and more important, the basic outline of instruction can easily be tailored to fit any particular problem. Discussions can concentrate on the customer's individual needs, namely, how to get the highest product quality and production at the lowest tool cost possible by using carbide tools on his own machine tool equipment by his own shop personnel. Men in the shop have a chance to participate; they can offer opinions and ask questions. These programs are much more effective because they can take an active part in them.

In one outstanding instance, a prominent metalworking organization, which employed 45 men directly concerned with the use of carbide tools, arranged to have the course given in their own plant. Because of the time involved and importance of these men in the plant's operation, it was impossible to consider training them at a

(Continued on Page 33)



SAMPLE TOOLS enable students to see and feel features of the points under discussion. Charts and slides are also used to enable instructors to secure proper emphasis on key points.



WHAT ABOUT

The MANAGER and QUALITY CONTROL?

By Glenn E. Ghormley
Quality Control Consultant
Los Angeles, California

THE problem of quality is not a new one. The manufacturer has always been concerned about the quality of his product since he first made a stone head for his war ax. Nor is there a question any longer about the value of the contribution that can be made by statistical science.

There are, however, certain aspects of the quality problem that intrude themselves upon the manager of today that even his recent professional predecessors did not have to face. This is especially true in those businesses where engineering design has confronted him with the necessity of manufacturing to closer tolerances. Many businesses have failed in the past and many others are making less money today than they should be-

cause they do not have an adequate policy for quality control.

At least three aspects of the quality problem, general to the whole situation, have changed in character or in emphasis in the last few years:

1. The employee-operator in the average factory today has less training than his predecessor had prior to entering on his occupation. In most trades, there is no protracted apprenticeship period in the same sense that there was a few years ago.

2. The demand for quality is much higher than it used to be; the buyer of today demands a product that has quality characteristics undreamed of a few short years ago.

3. The penalty for inferior quality is greater than it once was. Since the buyer has access to a wider source of supply, competition is sharp. If he can't get what he wants from one company, he will usually find someone else who is willing to supply a better product or a cheaper one of the same quality.

Alert management is adjusting its policy to meet these problems in ways that classify themselves more or less under four heads:

1. By more careful planning and organization to control the quality at a predetermined level.

2. By better engineering resulting both in improved designs and yet designs that permit the simplest possible methods of manufacture.

3. By making use of automatic machines and other devices that reduce the judgment of the operator to a minimum.

4. By new communication devices for passing along management policy with a minimum of distortion, for obtaining information and for correcting policy decisions in the light of new information. These communication devices, when they operate at their best, work both upward and downward. The manager is better informed; the operator and plant supervisor are in better communication with management policy.

In order to make this new system work it is obvious that, as the amount of training of the operator has decreased, an increased amount of training is necessary for design engineering, plant engineering, tool design, set-up man and inspection. Out of this situation too has arisen a new field, that of the specialist in quality control.

The manager is the man on whom the whole structure depends. No matter what the experience and formal training of the subordinate may have been, and no matter how anxious he may be to serve efficiently, he cannot bring together and properly balance against each other, the demands of Sales, Finance, Personnel and Production. If this coordinating program is not worked out, not only is

there a large amount of waste due to invasion of each other's functions while other tasks are neglected, but there is attrition of better employees who decide they "don't have to put up with this confusion," and who take their talents elsewhere. A manager of apparently mediocre talents will succeed if he can organize his program. A more brilliant manager will fail if he does not have a clean-cut and well-understood policy.

It is pretty generally agreed that the average operator of today comes to work at the plant with somewhat less appreciation of what makes an acceptable part than the operator of yesteryear. There is general appreciation, too, that the operator now comes to the plant with less training in the production of acceptable parts. Not only does he "not know a good part when he sees it," but he would not know how to produce it on, say, an engine lathe.

Some of the past skill and know-how have been transferred to the modern automatic or semi-automatic machine. On the other hand, however, it is necessary that someone in the plant develop greater skill than before in the repair and setting of that machine. While this much is well understood, it is not so universally recognized that higher managerial and organizational skill is required.

However, the manager of today is being called on for a higher degree of ability for coordination of the factors involved, and less for knowledge of detail. His task is to set up the machine called "an enterprise" and keep it in repair, even though he knows little about engineering design, inspection, or any other of the specific skills required in his organization. To the degree he fails to "run" the organization, it will fail to be an organization and tend to retrograde into a "mob" of people in helpless confusion.

The same principle involved in the shift of skill away from the operator has produced a new kind of inspector.

Whereas, in the past, the inspection of a part was done by the operator of a machine who was

skilled in his craft and took pride in his craftsmanship, many an operator of the newer more automatic machines hardly knows whether the part he has just produced is a good one or not. This problem has been met by giving the inspector more of the responsibility for maintaining the desired quality level, as well as the opportunity to specialize in Quality Control, thus elevating Inspection as a professional career.

There has been much discussion, both by academic and practical people of just where the level of quality should be fixed and how that level is to be determined. The "appropriate decision function," to borrow a statistical term, would seem to involve balancing two pressures represented by the viewpoints of the sales people and those in Production. The sales force, interested in selling the maximum

(Continued on Page 33)

Teamwork pays off!



In aviation, as in athletics, it's *teamwork* — as a result of skill plus training — that pays off. Prior to take-off, a highly trained crew is assembled for briefing — similar to final instructions or a pre-game meeting. At flight time the First Pilot takes over the controls with an able substitute at his side — the Co-pilot. Also on this team of specialists are the Navigator, Flight Engineer, Radioman, Purser, Stewardesses. On the sidelines, competent ground crews keep equipment in top shape and render invaluable assistance — such as radio contact and weather aids — to the personnel in the air.

And Pan American, the World's Most Experienced Airline, has been racking up flying records since 1927. It was the first airline to cross the North Atlantic and the Pacific Ocean . . . to fly to South Africa and to Australia . . . to operate double-decked airliners. Today, Pan American Clippers* can take you to 83 countries and colonies the world over.

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U.S. M. REG., PAA, INC.





FRANK P. ZEIDLER
MAYOR

OFFICE OF THE MAYOR
MILWAUKEE

August 1, 1953

To The National Association of Foremen

Dear Friends:

It is always a great pleasure for the City of Milwaukee to act as host to so large and important a convention as yours. With its 60,000 members, The National Association of Foremen is a powerful and influential group, and in its dedication to the purpose of unifying all segments of management, it exerts a tremendous good for the benefit of the industry of our country.

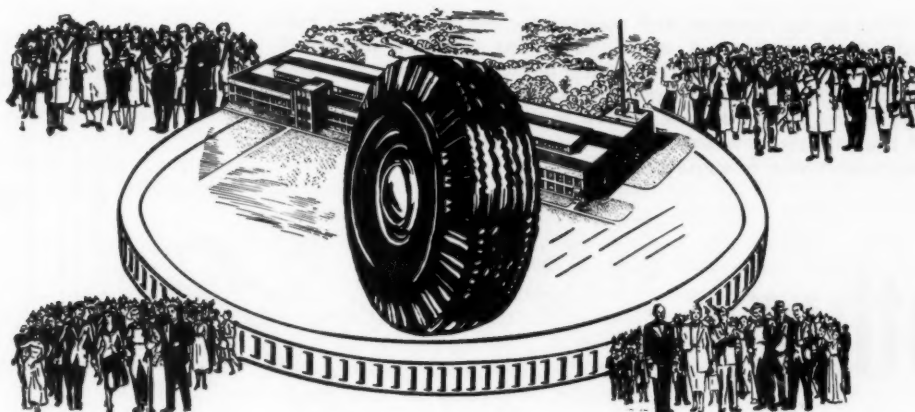
I was pleased to see the imposing program which has been prepared for this Thirtieth Annual Convention, and it seems apparent that not only will your visit be pleasant, it will also be very instructive. I am sure, however, that all of you will find some time to see and enjoy the multitude of fine things which our city has to offer.

May I say, upon this memorable occasion, "Welcome to the City of Friendliness and Hospitality."

Sincerely yours,

Frank P. Zeidler





WHAT IS THE COST OF A TIRE?

I

The cost of automobile tires is the total of 4 sums of money that must be paid to the various people who contribute to the manufacture and distribution of the product, plus the taxes that must be collected from the customer on behalf of government.

The people involved are:

1. the people who supply all the things that the rubber companies must buy outside, such as crude rubber, cotton, chemicals, advertising, and thousands of other goods and services.
2. the people who supply the human energy that goes into the product — factory workers, office workers, field workers, etc.
3. the people who will, in the future, supply the new tools that will have to be bought as the present tools wear out or become old-fashioned.
4. the people (the stockholders) who with their savings supply the tools in use — and incidentally, all corporate assets are tools used either in production or distribution: there are no other reasons for a corporation to own anything.

Every business must meet these costs or it cannot stay in business.

II

Now let's see how the income of the tire manufacturers is distributed over these costs.

The following figures are the combined averages of the four largest rubber companies in the United States, showing what was done in 1952 with the money received from the customers.

For simplicity's sake, let's look at the cost analysis in terms of \$1.00 of sales:

COST OF GOODS AND SERVICES BOUGHT FROM OTHERS	55.7¢
COST OF HUMAN ENERGY (PAYROLL, PENSIONS, ETC.)	27.0¢
COST OF PAYMENTS ORDERED BY GOVERNMENT (TAXES)	11.7¢
COST OF TOOLS WEARING OUT (DEPRECIATION, ETC.)	2.0¢
COST OF USING THE TOOLS (PROFIT)	3.6¢
	\$1.00

A little less than half of the profit (1.6¢ to be exact) was paid out in dividends: the balance was re-invested in the business.

Looking at this from the standpoint of two groups of people, 1) the people whose savings supplied the tools and 2) the people who supplied the human energy needed in using them, the ratio is 1.6¢ to 27.0¢: in other words, the employees got (in cash) about 17 times as much of the customer's dollar as did the owners of the businesses.

Incidentally, the dividends for 1952 amounted to a return of 3.1% on the investment.

III

There is, of course, a lot more than 27 cents worth of payroll in this dollar because the 55.7 cents of outside purchases is mostly payroll.

The exact amount cannot be discovered, but the chances are that after taxes about 85% of the customer's dollar was paid out to the people who did the work.

This is a good example of the American competitive private property system at work.

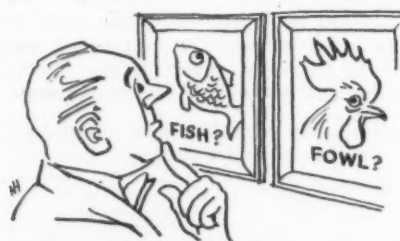
How many foremen and supervisors are covering up their individual weaknesses as management men by negatively whining that they don't think their bosses really consider them members of their management teams? Here's an executive who offers plenty of compassion for the past fish-fowl status of the industrial foreman, but points out bluntly that front-line supervision is management and

Brother, It's Up to You!



This article was taken from an address by Earle E. Langeland, Vice President of Production, American Maize-Products Company, before the Management Club of Grand Sheet Metal Products Company.

EVER since the rapid, almost explosive, expansion of unions in the middle or late thirties, there has been a great deal of discussion, controversy and soul-searching as to the status of foremen in the new



industrial scene. During the war, the controversy was quieted to a large extent while we were concerned with activities beyond our shores, but, with the coming of peace, the problem again arose in a particularly acute form. At that time, and since, many earnest, responsible people in the foreman ranks began to question the real place of the line supervisor in our

new industrial economy. Many of the less thoughtful ones resolved the problem rather promptly by throwing in their lot with the hourly workers in their plants. They joined unions directly connected, or closely affiliated, with the unions representing the hourly workers in their plants. This activity resulted in a great scurrying about by top management trying to prevent what they considered to be a mistaken action on the part of their foremen, and trying to determine for themselves just where the foreman fits in the industrial picture. This activity, on the part of both foremen and top management, continued at a high pitch for several years until the passage of the Taft-Hartley Law in 1947. The Labor-Management Act of that year clearly stated that it is national policy that foremen are not to belong to the same union as that having bargaining rights for the hourly employees within the plant at which the foremen are employed. The result of this Act of the Congress was to relieve the pressure somewhat and slow down activity in this field. Top management became less frantic in its efforts to woo the foremen. However, it has

not to any large extent resolved the problem of the place of the foreman in our modern industrial economy. While much of the frenzy has gone out of the discussions of this problem, we still find considerable activity going on, the purpose of which is to try to relate the line supervisor to the other groups with whom he works. Despite this effort, in a surprisingly large number of supervisory groups we still find the question being asked: "Are foremen really part of management?"

Thirty years ago, the question would have seemed rather absurd to any line supervisor of that day. He knew, without a shadow of a doubt, the group to which he belonged and to which he owed allegiance. In those days, the plant manager, or the owner, as the case may have been, was an unchallenged king of the industrial enterprise he directed and the foremen under him were feudal lords who ruled over their own areas with almost unlimited authority.

As is almost always the case, such unlimited, autocratic power led to widespread abuses. This is not to say that all, or even a very large part, of the management group of that day took advantage

of their situations. Even as now, there were men of good will at the head of enterprises, and there were decent, honest, upright men in the ranks of first line supervisors. But there was a substantial minority of men in authority in those days who found the power they possessed a heady thing.

All of the hurt, the disappointment, and disillusionment of the working man, for which he could find no redress under the system that existed then, was stored up and multiplied in his mind as a deep and abiding mistrust of all management people. When the great depression of the early thirties came, he found it easy to blame management people, both the good and the bad, for all of his troubles. In those turbulent times, the discontent finally found its outlet in political action. Now, finding a responsive ear in government, the worker seized his opportunities to

1930's



redress his wrongs, both real and imagined. Out of this ferment came a long series of acts of legislation repressive to management, most important of which was the Wagner Act of 1935, which opened the door for a rapid growth of unions of hourly employees. In their newfound power they saw an opportunity to "get back" at the ones whom they felt had wronged them in the past.

Many stewards and local officers set out deliberately to make life as miserable as possible for the line supervisor. It is not surprising that the supervisor himself in most cases was completely bewildered by what had happened to him. Here he was suddenly shorn of much of his previous authority, surrounded by unfriendly people pushing him here and there, and hedged in by all sorts of new rules and regulations, mostly govern-

mentally imposed, which made his task unbelievably difficult. As a result, the foreman very naturally felt that his "wings were being clipped" and his job was becoming less and less important. At the same time, top management, in addition to its labor difficulties, had a myriad of other vexing problems forced on it, all of which required much time, effort and thought. The result was that a great many managements failed to take the time to work with their foremen in helping them to orient themselves to the new situation.



So the line supervisor finds himself with his back to the wall, attacked by his men and, apparently, deserted by his superiors. Is it any wonder he didn't know where he stood, and sometimes reacted rather foolishly?

However, the painful phase of this bewildering change was over within a year or two after the end of the war and, since about 1947, the relationships in the industrial scene have again begun to change. First of all, top management, having been scared out of its wits by the possibility of having its foremen organized into unions closely affiliated with those representing the hourly employees, began to take a great many steps which they should have taken much earlier. They started to help the foreman understand his role in the new balance of power. Secondly, unions themselves were beginning to show signs of "growing up." Most of the spleen had been vented and the leadership was getting some experience back of it. Many of the more thoughtful in the union group recognized that a continuation of the excesses which they had perpetrated through the first ten years of their extraordinary growth would soon result in repressive measures against them if they did

not clean house. This stabilizing process has been going on now for several years and I believe we are rapidly reaching a point of equilibrium. It is, therefore, particularly opportune for us at this time to stop and take a look at the position of the foreman in the American industrial scene in 1953.

First of all, I want to look at the question, "Are foremen *really* part of management?", from the viewpoint of top management. Back in the late forties when there was considerable unionization of foremen, much was made of the point that in many of the larger industrial enterprises, the foreman was merely a "traffic cop." What was meant by "traffic cop" was that the so-called foremen were really only work "pushers." They had only very limited authority and practically no powers of decision. While I think this may have been the case in some places at some times, I am now inclined to believe that the top management of almost all of American industry today recognizes in the line supervisor a most important link in his management chain. I believe firmly that most responsible executives recognize that the foreman, by virtue of the fact that he is the only one in the management group who has any



substantial direct contact with the hourly group, is the key to the development of firmer and sounder relationships between managers and the workers in a business. This is evidenced by a great many activities that have taken place in the last six to eight years. Large amounts of time and thought have been spent on foreman training in an effort, not only to improve the foreman's technical skills in carrying out his job, but, even more importantly, to enlarge the foreman's horizons.

(Continued on Page 35)

INDUSTRIAL LIGHT

Increased productivity—more output per man-hour through better and better tools—is the only way to a higher standard of living for the American people, H. Thomas Hallowell, Jr., president of the Standard Pressed Steel Co., Jenkintown, Pa., recently told the Mid-Atlantic Assembly of the National Metal Trades Association in Philadelphia.

E. O. Brady, general manager of the Plumbing Ware division of the Briggs Manufacturing Co., has announced the appointment of Arthur N. Hill as director of advertising and sales promotion, succeeding Robert F. Anthony.

The Warner & Swasey Company, Cleveland, builder of machine tools and precision equipment, was the winner of two of fourteen "Topper Awards" presented recently by the National Industrial Advertisers Association to "advertisers who, in the opinion of the judges, have done an outstanding job of achieving specific objectives through the use of any or all forms of advertising or promotion." One of the awards is for the series dealing with basic economics and the fundamentals of the American Competitive System which appears every month in MANAGE.

Arthur Seserman, executive secretary of the Boston Branch of the National Metal Trades Association, was presented with a 30-year "Distinguished Service Award" at the Branch's 53rd annual dinner recently. Seserman pioneered the successful Foreman's Training and Leadership classes, which have graduated more than 500 foremen and supervisors of metal trades and other industrial companies in the Boston area.

Aaron F. Bowser has been appointed district sales manager for the Sylvania Electric Corporation, Radio and Television Division, it was announced recently.

Publication of a magazine to present General Motors technical developments to educators and engineering college students was announced recently. The new publication will be known as the "GM Engineering Journal" and will appear bi-monthly during the school year and once during the mid-summer months.

A change in sales forecasting methods due to the presence of a buyer's market was predicted recently by Richard W. Havens, staff economist of The Electric Storage Battery Company, at a meeting of the American Statistical Association at the University of Pennsylvania. "The business executive or the sales manager is being forced to trade his old-model forecast based on capacity, availability and backlog for forecasts founded on modern marketing research, statistical evaluation and economic analysis."

Donald Dailey of Evansville, Ind. recently received the Industrial Designers Institute award and medal for his design of the Servel electric Wonderbar, the silent portable refrigerator that was introduced late last year to "bring refrigeration out of the kitchen." Dailey is vice president in charge of product planning at Servel.

A new factory will be opened shortly at Warren, Ill., to expand production of the Micro division of Minneapolis-Honeywell Regulator Co., it was announced recently by W. W. Gilmore, president of the division.

Nelson McGuire has been appointed assistant advertising manager of the American Brake Shoe Company and John Durand has joined the company in Detroit as advertising manager of the Brake-blok division.

The Du Pont Company's Old Hickory rayon plant has set a matchless record in industrial safety. It becomes the world's safest industrial plant with a total of 28,160,000 man-hours without a loss-time injury. Rolling up a record of more than four years without a time-losing injury, the plant established a new world safety record for the second time in its 27-year history.

The Yale Materials Handling Road Show started out June 1 on the second leg of its two year transcontinental tour demonstrating labor-aiding, time-and-money-saving equipment to business industry. The show is sponsored by the Yale Materials Handling division of the Yale and Towne Manufacturing Co.

Michigan State College's 5th annual Industrial Engineering Conference will be held in East Lansing, Michigan, September 14-18 with a staff of 40 experts conducting the workshops.

Reasonable optimism about the general business outlook for the rest of the year ahead and "down-right enthusiasm" regarding sales and earnings in their own businesses have been expressed by members of the Young Presidents' Organization in a recent survey.

Sylvania Electric Products Inc. has announced the appointments of E. Finley Carter as vice president and technical director of the company and Howard L. Richardson as vice president in charge of engineering operations.

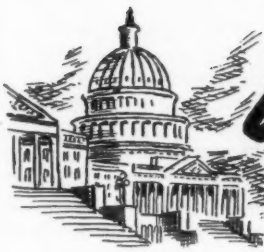
An intensive technical short course will be presented cooperatively next October by the Massachusetts Institute of Technology and the Society of Industrial Packaging and Materials Handling Engineers and will offer a wide selection of topics of interest to both senior and junior engineers.

General Motors has announced that the winner of the \$25,000 first prize in its Better Highways contest is Robert Moses, New York City Construction Coordinator and Commissioner of Parks. A total of \$194,000 was awarded to other regional and national winners.

The Merchants and Manufacturers Association of Los Angeles, recently conducted its second Line-Staff Management Conference aimed at solving the misunderstandings which develop between production line supervisors and their staff advisors.

Election of two new vice presidents of Mine Safety Appliances Company was announced recently. Those elected are C. M. Donahue, manager of the Mining department and the International division, and E. G. Sanner, manager of manufacturing.

Management and labor changed places in a unique and interesting experiment in labor relations which took place recently at the plant of Longren Aircraft Co., Torrance, Calif. After a plant-wide election, two employees, Ernie Roach and Sam Riffle, found themselves with top executive duties and responsibilities for one day after being elected "Man-of-the-Year, Day Shift" and "Man-of-the-Year, Swing Shift."



Washington Report

for SUPERVISORS

By HAROLD A. ARBEEN

FOREMEN and other supervisory personnel of the country's gigantic industrial plant have an infinite stake in the final outcome of the so-called "truce" arrangements being made in Korea as this is written.

Management men, charged with the responsibility of producing the goods of war so necessary to safeguarding our country, cannot afford at this time to relax even if a shooting war in Korea temporarily is halted. Any diminution of effort on the part of American industry could prove a fatal mistake.

Korea, that sad, divided, and ruined little country has had ample reason to suspect trickery in any dealings with the Communists. It behooves management men to study past dealings and the secret pacts made with the Communists and decide for themselves whether current negotiations for a cease fire order will result in lasting peace.

A short while ago I sat for two hours in a Washington hotel room and discussed this subject with a Korean patriot who is a life-long friend and close associate of President Syngman Rhee. He is Dr. James H. Shinn, national director of the Korean-American council, Washington.

Shinn, an American-educated surgeon, gave up a lucrative practice in Hawaii a dozen years ago to plead the cause of Korean independence and unity at his own expense. He said flatly that neither Rhee nor the Korean people will accede to any deal that would leave Korea divided at the 38th parallel.

Shinn, a mild, pleasant man of 47, professes much love for America, the country that gave him his education. However, he became

eloquent and explosive as he recounted the secret deals of the Roosevelt administration that "sold Korea down the river."

More than six years ago, Shinn predicted the Russians would effect a coup d'etat in Korea. He now predicts that the world never will know lasting peace unless both Korea and China are free and independent.

"Korea was sold out at Yalta in 1945 by Roosevelt and Stalin at a time when 30 million Koreans expected peace and freedom from Japanese domination," Shinn declared. "This innocent nation was divided without the knowledge or permission of either the Korean or American people."

Shinn also denounced Churchill for his condemnation of Rhee, India's Prime Minister Nehru as a "neutral meddler," and the United Nations as a divided rather than a united body.

"Mr. Churchill's speech in the house of commons attacking President Rhee was not only immoral and illegal, but not factual," Shinn said. "In short, his remarks sounded like an Asiatic Munich."

Of Nehru, Shinn said:

If you have a special question regarding Washington legislation as it affects free enterprise, the management profession or you as an individual member of management, please address it to Mr. Arbeen, **MANAGE Magazine**, 1001 National Press Building, Washington 4, D. C.

"It is incredible to the Koreans to listen to the blabberings of the man who sits on a high pedestal in New Delhi and pontificates on how the war in Korea should be settled. By so doing, he condemns the aggressed and eulogizes the aggressors. What a paradox!"

Shinn said that Rhee probably was the first world leader to come out openly against Communism and emphasized that Rhee will be steadfast in decisions that will lead to anything but freedom and independence for all of his country.

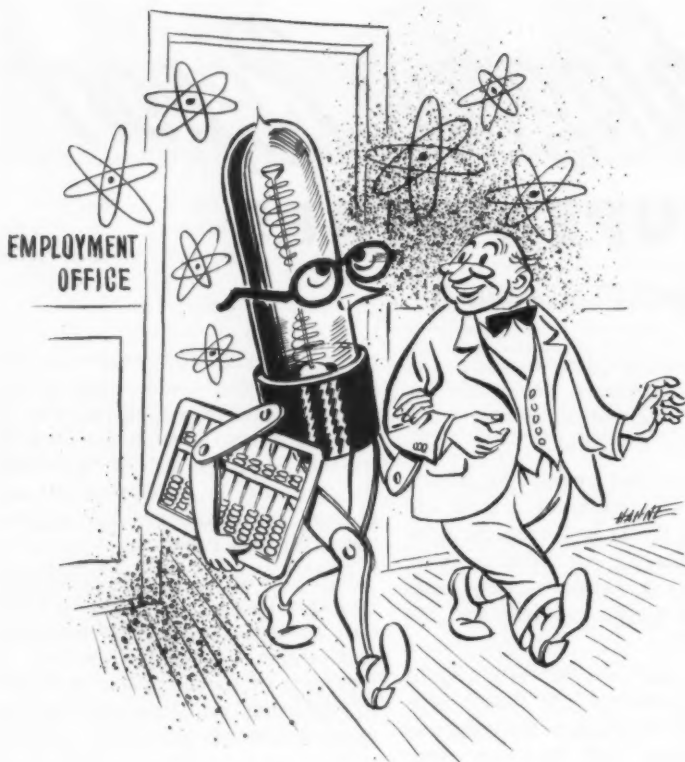
"We all hate war," said Shinn, "but when an enemy has started a war and we have challenged that enemy there is no other alternative but to finish it and win it."

Meanwhile, Walter S. Robertson, assistant secretary of state, returned to the Capital city to report to the nation on Korean truce negotiations. His remarks underscored and corroborated much of what Shinn had to say about his country and about his friend, Rhee.

"The Korean people were not opposed to the armistice because they like to suffer and die," Robertson said. "They were opposed to it because of a deep fear that the armistice is a Communist trick and device to win by negotiation what they have failed to achieve on the battlefield—a deep fear that the United Nations were weary of the struggle and might sacrifice Korea as Koreans feel they have been sacrificed in the past to great power interests."

Robertson described the devastation and suffering in Korea as "ghastly" and estimated that a million lives have been lost in the Korean war, 2½ million refugees are milling around the country, and 5 million persons have been left destitute. He also said ap-

(Continued on Page 36)



Confidentially, do you feel butterflies in your tummy when you hear electronic brains and robots mentioned? Pshaw! Boost the morale of your employees—and quiet those butterflies—by dragging up a rocking chair and reading this yarn aloud to the whole gang some noontime. . . .

Hail the ELECTRONIC FOREMAN!

By Alan Pritchard

THERE have been rumors all week of a shakeup—a big one—in your department. And somehow you know *this* is the day. You are sure of it when you see a rare figure coming down the aisle. It is the old man himself, H. E. Jetspur, president of Jetspur Wrench. He stops by your desk.

"Cracken!" he bellows, calling you by your last name like he always does.

"Yessir!"

"We've decided to put this department on automatic production. Electronic brain operation, you know. Increase our production 42.3 per cent. You can pick up your check this afternoon—we won't be needing a foreman, of course." And he starts to turn away.

"Oh yes, Cracken," he says, turning back to what is left of you, "tell the men they won't be needed, either." And then he is gone. Message ended.

Just what are you going to do when that day comes, hmmm?

Here's a suggestion: When it comes, tell them to go stick their electronic milling department right in the middle of the plant, for all you care. Brother, if they think they are going to get any increase in anything but headaches, they are in need of an electronic brain or two themselves.

How do you know?

Check this: Out at Wright-Patterson Air Force base in Dayton, Ohio, is located the majority of the electronic so-called "brains" used by Air Force scientists and engineers. There is OARAC, an electronic digital computer that can count like billy blue blazes, and REAC, an analog computer that is master of the educated guess, and a trio of lesser electronic mathematical marvels that do problems that only border on the remarkable.

It's quite an array of electronic talent they have there. Not the biggest machines in the world, perhaps, but they outscore anybody when it comes to variety. There are probably not that many different

kinds of electronic computers in one spot anywhere else on earth. Any one of these electronic Einsteins can solve in a matter of hours complicated differential equations that would take a mathematician years with a desk calculator.

But there is one drawback—there never seems to be enough trained



men to keep them running full time. Tell that to Mr. Jetspur.

Take OARAC, for instance. This machine was built by General Electric. It cost Uncle Sam \$200,000

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and G.E. probably lost that much more on the contract. OARAC has a magnetic memory that can remember 10,000 numbers for as long as you want. It has 1400 tubes and 7000 germanium diodes and covers 100 square feet of floor space. It can do 1,029,897 multiplications and 100 divisions in four hours. A skilled math man on a modern desk calculator would take almost six years to do that.

But (and here's the rub, Mr. Jetspur), it requires 15 college mathematicians and six skilled electronic technicians just to keep OARAC supplied with problems and in working condition. Mathematicians, in case you haven't heard, don't grow on trees. Mathematicians come out of universities and they come out slowly. There aren't enough to go around now.

Uncle Sam found out about the shortage of mathematicians not

That's where Mr. Jetspur is in for another shock. Say he lays out a couple million buckniks for an automatic factory and gets it all set up for production. Then he decides to make a changeover—instead of left-handed monkey wrenches he is going to produce right-handed ones. It wouldn't take a regular man-run factory long to make that changeover. But



a machine-run one is another matter. Once it is wired together it can't possibly change its mind. It can't produce anything but what it was designed for. This is the grandchild of all sit-down strikes and Jetspur can't even call on the aid of the NLRB. All he can do is put out a couple million more buckniks for another factory.

There are times, of course, when any foreman wishes he was in a fully electronic plant. That's on the days when everybody seems to have troubles and they lay them all right in your lap. An automatic machine would be mighty comforting to deal with then. For one thing a machine doesn't have any family problems to worry its production. And it doesn't go on a toot the night before and come in looking bleary-eyed to louse up the whole department.

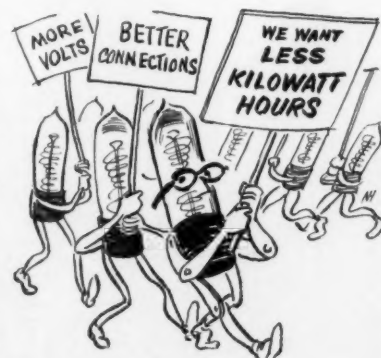
You wouldn't need a personnel department; you wouldn't have any personnel problems. You could just keep a big supply of tubes, germanium diodes, radio wire and a hot soldering iron to patch up any idiosyncracies that might develop. It would be an interesting switch, all right, with foremen reading books like "How to Win Machines and Influence Production." First thing you know the machines

would start organizing for less work and more kilowatts per hour.

That, of course, is really getting into the realm of fantasy. Even Jetspur is not quite that far gone. But there are automatic factories. One of them is in Rockford, Illinois, and turns out 155 mm. steel shell casings from raw metal stock. The only humans involved are those stationed at check and control points. They never touch the product.

Milling machines and lathes have been operated successfully from data on a punched-out card or magnetic tape. And at least one machine has copied an object in metal solely from an electronic feeler that scanned the original. But hooking up a series of such apparently intelligent machines is another matter. It is not impossible, just immensely expensive for the advantages offered except in fairly simple, high-production items. A factory may be designed to turn out a 155 mm. shell automatically, but a complete refrigerator, television set or automobile is infinitely more complicated.

But make no mistake, this is the Equation Age. Its direct effects, however, are not in the production department but in engineering. Mr. Jetspur, for all his good intentions about increased production, would be way ahead if he gave his engineers a digital computer to take off the load of routine mathematics.



Then they would be free to think imaginatively, something a machine will never be able to do.

As far as production departments go, electronic "brains" will bring

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long ago and he merely has to point that finger and, brother, you're in. They checked over 40,000 airmen at Lackland Air Force base, hand-picking men with degrees in math or electrical engineering for electronic computation work. Out of those 40,000 men, cream of the Air Force, they found just eight who met requirements.

Eight—that's right Mr. Jetspur—eight. Where are you going to find men with such book-larnin'? You'll need them in a fully automatic factory. No "brain" machine ever invented can do anything except what it was designed to do. An electronic "brain" hasn't got the sense of your pet canary. It has no will; it can't decide to do anything or change its mind.

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Management on Review



THE SEATTLE MANAGEMENT CLUB, in keeping with the basic principle of their organization, education, recently sponsored a tour of the Western Gear Works for all club members and their families. Shown above is a group inspecting a hobbing machine.



CELEBRATING THE 7th ANNIVERSARY of the founding of the Worcester Pressed Steel Management Club are, left to right, Benjamin M. Pacek, outgoing club president; Ralph E. Erickson, newly elected club president, and Carter C. Higgins, company president and general manager.

BRIGGS SCHOLARSHIPS

Detroit, Michigan—Six high school graduates received scholarships of \$1,000 each from the Briggs Management Club at a special dinner in their honor held recently in Detroit. A field of thirty contestants, all children of Briggs Management Club members, competed for the awards which are presented annually by the club.

Winners of this year's scholarships are Patricia Caine, daughter of Lewis Caine; Cynthia Cummings, daughter of Prescott Cummings; Leona Junko, daughter of Leo Junko; Alice Ann Keller, daughter of William Keller; Dorothy Ann Kostuch, daughter of Phil Kostuch, and William Priest, Jr., son of William Priest, Sr.

Three alternates also received gifts from the club. They are Barbara McMyler, daughter of Wayne McMyler; James Sullivan, Jr., son of James Sullivan, Sr., and Robert DeMaggio, son of Anthony DeMaggio.

Contestants were judged on the basis of a written examination, their high school records and personality factors. Serving on the judging panel were Dr. Warren K. Layton, Detroit Board of Education; C. R. Wylie, Briggs Manufacturing Company, and Fr. Hugh P. O'Neill, S.J., University of Detroit. Edward Trcznski of the Board of Education was examiner and F. M. Tousley, chairman of the scholarship committee, conducted the program.

FRANKLIN VILLAGE CANTEN

Columbus, Ohio—Five NAF-affiliated management clubs in the Columbus area recently joined forces in inaugurating a monthly "canteen" at The Franklin Village for children in the 14 to 18 year age group.

The purpose of these canteens is that by the cooperative planning of entertainment, retarding influences may be broken down, helping the children to establish ingenuity and self reliance in themselves in order to better fit them for their later battle through life.

The clubs participating in the program to date are Kroger Supervisory Club, Foremen's Club of Columbus, Necco Foremen's Club, Columbus Auto Parts Supervisory Club and Kilgore Foremen's Club.

C. E. Ford

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VISCOSE CLUB HOLDS LOCAL MANAGEMENT NIGHT

Nitro, West Virginia—Seven former presidents of the Viscose Management Club received Past President Pins from Mr. M. V. Ridenour, personnel manager of the Nitro plant of American Viscose Corporation, at a recent dinner meeting.

Those receiving the pins were J. H. Duffy (1944); W. O. Kautz (1945); L. A. Johnson (1946); P. R. Martin (1947); J. E. Corr (1949); E. S. Pedigo (1951); W. L. Graham (1952). Past Presidents W. L. Stephens (1948) and J. W. Anderson (1950) were not present.

The program was designated as Local Management Night. The speaker of the evening was Mr. Julian F. Murrin, manager of the Nitro plant, who presented many topics of interest to club members regarding general business conditions in the textile industry, market conditions, the cost reduction program, the new expansion program at Nitro and the management development program for management personnel.

A life membership card was presented to retired club member Earl F. Snyder by his former supervisor, B. L. Higginbotham.

Charles H. Eppert, Jr.

INLAND HEARS EDUCATOR

East Chicago, Indiana—The Inland Steel Management Club launched its first venture in community activity recently when it was host to Mr. Wilbur Young, state superintendent of public instruction.

The program was held in Washington High School Auditorium. City and school officials, various service groups and club members heard Mr. Young present an informative and enlightening view of some of the problems which face the people of Indiana in the education of their children. He discussed the increased costs of schools and facilities, the shortage of teaching personnel, lack of constructive legislation and the needs of our children.

Mr. Young closed by again reminding us that our greatest assets are our boys and girls. He said that schools need the cooperation of all agencies in the state and the support of friendly and forward organizations like the Inland Management Club and the NAF.

Preceding Mr. Young on the program were several guests. Among these was Dr. William Levy, NAF general manager, who presented some of the tenets and philosophies of The National Association of Foremen.

Edward E. Kelly



ATTENDING THE NEW ENGLAND AREA COUNCIL MEETING held recently at the Sprague Electric Co., North Adams, Mass., are, left to right, Steve Stavro, council president; William Radding, vice president of the Ilco-Lockwood Foremen's Club, and Bruce Pray and Bernard Macker, NAF directors.



HELPING SELL THEIR COMPANY—The jeep shown above was operated by the Lockheed Management Club of Georgia at the Armed Forces Day Open House at Lockheed's Marietta, Ga., plant to transport club volunteers over the big plant reservation. The club was host to nearly 32,000 visitors.



PRESIDENTS OF DOUGLAS MANAGEMENT CLUBS recently got together at Santa Monica, Calif., to coordinate the activities of their respective clubs and discuss common problems. Shown, left to right, are Gene Knoerr, NAF director; Chuck Bishop, president of the Douglas El Segundo Club; Jack Garol, president of the Douglas Tulsa Club; Johnny Cline, president of the Douglas Long Beach Club, and Ed Garrity, president of the Douglas Santa Monica Club.



BERT CALDWELL, acting president of the Cannon Electric Management Association, Los Angeles, Calif., receives the gavel of authority from NAF Area Manager Ernie Moore following the club's charter presentation.



250 PINTS OF BLOOD were collected during a recent campaign sponsored by the Nashville Avco Management Club. Club member John Kingcaid is shown awaiting his turn to give blood.



BEAUTIFUL TROUBLE—Shapely Donna Reed poses as a lovely problem for John Wayne in Warner Brothers' "Trouble Along the Way," in which Miss Reed plays a probation officer who is determined to take from Wayne his motherless daughter.

NAF in Action

Dr. Randall E. Dahl spoke on "Trade Union Movement in the U. S. A." at the "Membership Night" meeting of the Foremen's Club of Greater Cleveland.

The Acme Malleable Foremen's Club of Buffalo had as "Top Management Night" speakers, Alfred Crone, executive vice president of the Acme Steel and Malleable Iron Works, and Lester Crone, president of Acme.

Frank G. Kirtz, St. Louis patent attorney, spoke on "Inventions, Patents and Screwballs" at a recent meeting of the Alcoa Management Club of East St. Louis, Ill.

The Art Metal Foremen's Club of Jamestown, N. Y. recently received its NAF charter from Howard Klaiber, NAF director. Larman Sherwood was the featured speaker.

The Supervisors Club of the Continental Gin Company, Birmingham, Alabama, recently chose Thad C. Narkates to receive its first "Man of the Week" award.

100% membership of eligible personnel is the proud record set by the Studebaker Management Club of New Brunswick, New Jersey, which recently received its charter from NAF Director Lloyd E. Larson.

The first two scholarships to be awarded under the Giddings and Lewis Foundation scholarship program were presented at a recent G & L Staff Club meeting. Each is a four-year scholarship to the University of Wisconsin.

The Chicagoland Management Council is planning a golf outing at Cherry Hill Country Club for all club members in the Chicago area. Prizes and trophies will be presented.

"Lefty" Gomez, one of the all-time greats of baseball, was the featured speaker at a recent dinner meeting of the North American Aviation Management Club, Columbus, Ohio.

F. W. Bremmer, vice president in charge of manufacturing and chairman of the pension board of the Spang Chalfant division, National Supply Co., was the main speaker at a recent meeting of the Spang Chalfant Supervisors Association of Ambridge, Pa. He spoke on the company's new "Annuities Program."



A CREED FOR FREE ENTERPRISE

By Clarence B. Randall, President of
Inland Steel Company

(Little, Brown and Company; 177
pages; \$2.75)

Few executives take time out from their business and family affairs to write down the philosophy which has guided them in their successful business or industrial activities. But while other executives were relaxing in well-deserved games of pinocle or flying north for a couple weeks of fishing, Mr. Randall was working on his book. He put down in words the innermost thoughts of the heavy-industry executive who led the steel companies' fight against Presidential seizure and the courageous manager who has successfully guided Inland Steel as its "top man" since 1949. He is evidently as honest in presenting his convictions in "A Creed For Free Enterprise" as he was in carrying the story of the steel industry's management to the people after President Truman grabbed the strike-bound plants.

The real beauty of Mr. Randall's book is his simplicity of expression and his non-technical, non-legal terminology. Nearly anybody who can read the English language and who has read his daily newspaper the past five years

(Continued on Page 38)

MAYTAG SPORTS NIGHT

Newton, Iowa—A double-header program featured the annual Maytag Management Club Sports Night meeting held recently at the Izaak Walton league clubhouse near Newton.

Bob Allen of Des Moines, an all-American trap shooter, presented an exhibition, and Frank (Bucky) O'Connor, head basketball coach at the University of Iowa, was guest speaker. Both showed movies later in the evening.

The club lake was available for members who wished to engage in casting practice. Shells and clay pigeons were provided for those who wished to shoot. A barbecue dinner was served later in the evening.

G. D. Devine

"Every man has his wife but
the ice man has his pick."

THE LADIES - GOD BLESS THEM

By William Levy

It's 6:45 a.m. and you have temporary custody of the bath room. Just to make sure that you won't be disturbed you ask the family, "Is anyone going to need the bath room during the next 30 minutes?" The better half mumbles a sleepy no and the teen-ager doesn't answer.

This is always a kind of restful period in the day so you lather your face and hum to the most appreciative audience in the world—yourself. Just as you are about to apply the razor to your cheek, a voice penetrates the calmness, "Daddy." "Yes Sandy," you reply with a premonition that something is coming up. "I've got to go to the bathroom." "Can you wait a few minutes, I'm shaving." "Nope, I've got to go right now!" For a fraction of a second you consider asserting your authority as the head of the household but you know you're licked so you yield, trying to save face with the statement, "Make it snappy, I've got to get to the office early this morning." Ten minutes pass and you try, "Sandy dear, will you please hurry?" A muffled "don't rush me" sends you back to the bedroom mumbling to yourself about everything happening to you. After 15 minutes your daughter comes out with that look of innocence which implies, "Why are you making such a fuss? After all, you don't own the bathroom." You've just lost round one to the fair sex.

ROUND TWO—THE MORNING AFTER

You've been out with the fellows until 2 o'clock playing cards and when you get home your wife wants to know why you couldn't leave before midnight as any respectable man would. "How much did you lose," she asks. "I broke even." For nineteen years she has tried to figure out how I can always break even or win and I think she is getting wise. Then she starts to tell me about the tough day she had. Every couple of minutes I get, "are you listening?" "Yes, yes, it's late, let me sleep." "Fine thing," retorts the wife, you wake me up and it will take me hours to fall asleep again while you're dead to the world a couple of minutes after your head hits the pillow." You pretend you are asleep and didn't hear her.

It's morning. You make a mental note that four hours sleep isn't enough for you at your age because you always have a hard time keeping alert the next day. You're mumbling to yourself over the morning paper at break-

fast and your wife isn't in such a good mood either. She is still talking about last night. The eggs are too hard, the toast is too dark and the coffee is too strong so you lodge a complaint. Brother, that was a mistake because for the next five minutes you get a lecture on ungratefulness and you are told in no uncertain terms that if you don't like your breakfast, try making it yourself. You keep generating a slow burn and at that moment you have certain fleeting doubts about the unconfined joy of marital bliss. Your mind toys for a second with an action similar to that of Jackie Gleason in his television program "The Honeymooners" when he says, "One of these days, Alice—one of these days — Pow!!! — right on the kisser." Then 19 years of companionship takes over and you know you are licked again. With typical masculine decorum, you apologize and try to be the big guy. You just lost round two and the imperceptible smile on the better half's face shows that she knows it.

THE BOSS OF THE BOSSES

If my wife is reading this article, I've been kidding, but I'm not kidding when I say that the strongest force for good in this country are the women. They are the real bosses and I don't know that we would want it any different. For this reason I appeal to Mrs. Foreman to take a greater interest in her husband, his work and his outside activities. He is a great guy and I have unbounded faith in his ability as I do in our free America. Yet I think you can do a tremendous job in helping overcome the creeping paralysis of apathy and lack of concern on the part of so many management people. I have said over and over again that in this fast-moving industrial picture with all of its changes in technology, engineering and processing, you have to run like hell to stand still. You don't have any choice. You either Grow or Go!! Inspire your husband with the recognition of the need for constant self-improvement and encourage him to attend meetings, training courses, to read, to take an active part in his management club, his civic affairs and most important to attend the church of your belief. Then you can say to yourself—I did my share.

"The man at the head of the house can mar the pleasure of the household but he cannot make it. That must rest with the woman, and it is her greatest privilege."

A Helps.

Run Your Plant By "HOO-DOO"

By JOHN ALPHEOUS

Hold on there Mister. Don't laugh. Some plans cannot be run any other way.

In these days of advanced degrees and great scientific know how, many people think that everything can be worked out with a slide rule and graph paper. Don't be too sure. I have yet to see a machine or a plant that worked out just the way it was supposed to according to the design. Of course, I may be wrong, but I have yet to find anybody who will admit he saw the perfect plant.

What is the reason for things not working out in practice as they do on paper? Generally the difference is "Hoo-Doo." "Hoo-Doo" includes the things that work just the opposite of the way they should, and believe me, that is not an unusual situation. It also includes what many people would call nonsense. In a way some of these things are nonsense, but they work. Let's say they drive the "hex" away or take the "old indian sign" off. Actually it all boils down to this: Machinery and process equipment must be run by men. No matter how perfect the design is, equipment will not run unless men make it run. On the other hand, some very poorly designed equipment will run extremely well if men make it run. You've heard the saying about how the bumblebee according to aerodynamics cannot fly, but the bee, being ignorant of these scientific facts, goes ahead and flies anyway. It applies to equipment, too.

The first job of the foreman or supervisor is to interest his men in the equipment they have to run. Make them want it to run and run well. How do you do this? It is very easy. Tell your men everything about the equipment. Why it runs and how it runs. Tell them how it fits into the rest of the plant or operation. Don't be afraid to go into economics—how much the equipment costs and how much money it makes. Don't be afraid to go into details and use scientific explanations. Most people are a lot smarter than you think. In many cases they are just as smart as you are, and that is very much to your advantage if they are. Most information that is withheld usually leaks out anyhow, so it is much better that you tell it in the first place. Many times when information is held back, especially cost information, fantastic stories soon arise. It is extremely hard to disprove a false idea after men believe it. You will almost always find

that when a man knows "what the score is" on something, he will make an outstanding effort to contribute to its success.

Now let's talk about some of the nonsense that is very necessary to good operation. Everybody gets ideas. Sometimes they get good ones and sometimes they are not so good. This applies to the president of the company and the lowest man on the totem pole. Nobody likes it when their ideas are not considered. When a man comes up and tells you about an idea he has, he has generally given it a lot of thought. Usually he has given it about six times as much thought as most people would guess. The first thing to do is listen to it. If it takes him an hour to explain it, listen for an hour. Sure you're a busy man, but you had better not be too busy to listen to a man's idea if you ever want the help of that man again. After listening give some kind of an answer that satisfies the man. If you can't try his idea, make sure that he understands why. If the idea sounds like a lot of nonsense to you, but there isn't a good reason why you shouldn't try it, then go ahead and try it. Sure, you know it won't work, but try it anyhow; sometimes you'll get fooled. Of course, sometimes ideas would cost too much to try. Then explain this to the man and he'll accept it in almost every case.

In one plant I knew of, there was one particular operator who continued to suggest that a certain loop of pipe be put in. He had a fantastic story about how this would help the operation. It was explained to him several times that this loop of pipe couldn't change anything, but he insisted. Finally the loop was installed to his satisfaction; it cost possibly a hundred dollars. From that time on the operation of the unit was perfect when that operator was on. The pipe was glass and one look at it could tell that it wasn't doing one thing, but it sure did contribute to perfect operation on one particular shift. The "gremlins" that the loop of pipe kept off the one shift probably saved the company \$5,000 in one year. Fantastic, sure it was, but it sure did work.

The next time somebody requests that their machine be painted pink with green polka-dots or that the valves have red hand wheels instead of black ones, don't laugh at them. Go ahead and do it, you'll be surprised at how well everything works after you do it. Your plants will run just as well on "Hoo-Doo" as mine does.



MOVIE QUEEN MARY PICKFORD meets an old friend, Dr. T. K. Peters, training specialist at Lockheed Aircraft's Georgia Division, during a recent visit there on a Savings Bonds tour. Miss Pickford and Dr. Peters both worked at the Biograph and World studios in the early days of moving pictures.



- SEPTEMBER 23-26, 1953**
30th Annual NAF Convention
Milwaukee, Wisconsin
- OCTOBER 5-9, 1953**
Management Unity Seminar
Dayton, Ohio
- DECEMBER 7-11, 1953**
Management Unity Seminar
Dayton, Ohio
- JANUARY 21-23, 1954**
Board of Directors Meeting
Louisville, Kentucky
- FEBRUARY 2-6, 1954**
Management Unity Seminar
Dayton, Ohio
- APRIL 6-10, 1954**
Management Unity Seminar
Dayton, Ohio
- JULY 13-17, 1954**
Management Unity Seminar
Dayton, Ohio
- SEPTEMBER 22-25, 1954**
31st Annual NAF Convention
Cincinnati, Ohio
- OCTOBER 5-9, 1954**
Management Unity Seminar
Dayton, Ohio
- DECEMBER 7-11, 1954**
Management Unity Seminar
Dayton, Ohio

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EDITORIALLY SPEAKING

(Continued from Page 7)

agement tries hard to deserve the confidence of the workers. It is a happy situation, and one which is speeding the progress of Mexican industry."

Several years ago, the DM Nacional employee basketball teams had a difficult time finding other industrial teams to play. Now other industries have followed the Galindo plan of employee recreation and the teams enjoy a year-round schedule.

On Ruiz Galindo's desk at DM Nacional is the big citation, with its red and green border, presented him by the NAF last year. It occupies a place of honor more prominent than his certificates which show he was Secretary of the Economy in President Miguel Aleman's cabinet.

As Ruiz Galindo pointed out so proudly at the 1952 Convention, his employee turnover runs about five-tenths of one per cent. There are approximately 5,000 employees in all the Galindo plants throughout the country, and the "industrial patron" is making plans to build others.



The foreman of the Galindo limestone products plant at Fortin de las Flores, Veracruz, made good—and instant—use of the Tool Steel Gear and Pinion Company automatic pencil presented him by the Editor.

At Fortin de las Flores, Veracruz, the amazing Galindo has put 1,500,000 pesos from his own pocket into a public housing development, where he will encourage nomadic Mexicans to build homes. When a seasonally temperamental creek threatened to overflow, he sent workmen to route it through a new channel—and 2½ miles of six-foot concrete pipe.

At his limestone plant near Fortin, Ruiz Galindo is building modern apartments for

those of the 125 employees who will leave their palm-thatched huts to try the better way. For the children of the employees, he is building a 12-room school house which will be ready for classes next year. For the employees and their families, he is building a 10-room community center which will offer courses on personal and public health, child care, reading, writing, etc.

Throughout Mexico, Galindo is presenting villages and towns with free statues of their particular heroes. His full-time sculptor makes the statues of the heroes named by the community officials. The only "hero" vetoed for a statue by Ruiz Galindo thus far has been himself. "Building statues of myself would mar the good being done," he commented. The statues are labeled, in small letters on the back side of the pedestals, "Presented by Mexican industry."

The man who has become the industrial leader of Mexico via jobs as a general store clerk, revolutionist, accountant, salesman and cabinet member is a friend in which the NAF can take great pride. The affection felt between the NAF and this man of Mexican industrial management proves that race, language and social barriers are of no consequence in the relationship of intelligent, sincere and ethical men of management.

As former NAF President Frank H. Irelan would say: "We can all speak the same shop-lingo."

SILLY TO DIG HOLES?

This Charles F. Kettering fellow is an inspiration. A newsman asked him the other day, "What's going to happen when we drain all our supplies of crude oil?"

Mr. Kettering grinned and beamed. "Don't worry about that," he replied. "By the time that happens, we will have substitutes which are considerably better than oil. We'll look back on these days when we dig holes after oil and wonder how we could have been so silly."

That's positive thinking.

HOW TO WIN FRIENDS

Both management and labor want President Eisenhower on their side, and he has been trying desperately to be fair with both groups since he took office in January. As every chief executive of every operation appears doomed to have labor trouble at some time, it has been interesting to speculate on just when Ike's first darts from the collective bargaining boys would come winging.

Management could not help smiling a little more confidently as President Ike winced under the sting of the C. I. O. political action committee's "dart" that it was keeping a box score on the afternoons the President spent playing golf.

Readers

BY JOE PENFOLD



PREDATORS

The matter of predators is a subject on which the sportsman can always find an argument. There are those who believe every predatory animal should be eliminated, those who think they should be left to the mercy of "nature's balance" and of course those who believe it necessary for limited predator control programs where local situations warrant. Classed as predators are wolves, coyotes, bob cats, mountain lions, foxes and other species.

Comes now some further dope from the experts which is worth considering, fodder for the perennial arguments. New York state has completed a controlled study of the relationship of pheasant population to the number of foxes. In one large area they let the fox alone; in an adjacent area of comparable size, they took every fox they could locate. The net result seems to be that taking the foxes and reducing their population to a very low figure had no appreciable effect on pheasant numbers.

Charles L. Cadieux, deputy commissioner for the North Dakota Game and Fish Department recently made a survey of all the states as to their experience with the bounty system of predator control. Most of the states, including many which do pay a bounty on one or more species, say it doesn't work and costs way out of proportion to the good it does—if any.

Now from Colorado comes an interesting new development. A group of ranchers and livestock operators have associated to post their lands against the shooting,

trapping or poisoning of coyotes. They claim that coyote control programs in the past have virtually eliminated the animal, and with his disappearance rodent populations have exploded and large areas of valuable range lands are being destroyed for livestock grazing. This approach will be watched with interest. It should be pointed out that the sheepmen of the area are "agin" the proposition, as they figure old man coyote is a great hazard to their lamb crop.

DINOSAUR

Expect we've mentioned in this page before the controversy over building dams in Dinosaur National Monument that straddles the

Colorado-Utah boundary. We were over that way a few days ago to make the river trip down the Lodore Canyon. It's a beautiful trip and one that can be made safely enough with an experienced boatman. 11-man rubber life rafts are the usual equipment used, but small craft have been used successfully also. Along with our party were a couple of hardy souls who ran the canyon in a two-man kyack or folboat. They carried around one short stretch of very heavy water, but otherwise got along fine. Expect there will be a lot more of that kind of river running in the future.

Coming back by small plane we did some exploring along the backbone of the continental divide. There certainly are a lot of intriguing lakes up above timber line. It takes a good tough hike to reach them, but when the fish are in the mood, they can be plenty hot. The accompanying photo shows a couple at about 12,000 feet elevation, just below Corona pass. They're on the Roosevelt National Forest, so they're part of your own real estate.

NOW, WHICH WILL IT BE?

It's fly-time for trout all over the West, so fishermen are asking



George D. Andrews Photo
GOOD BROOK TROUT LAKES, such as those pictured above in Roosevelt National Forest can be reached from Boulder, Colorado.



George D. Andrews Photo
MAKE UP YOUR MIND—
Time's a-wastin', and the trout
would just as soon take one as the
other.

themselves that question. And there's another subject that's always good for a hot argument. Not being an "expert" I can take a fly or leave it alone. Mostly I take the local fellow's recommendation, when I'm fishing new waters. Tried a little experiment along that line one day recently. Two of us were going to fish a high lake. We stopped in the small city close to where we'd have to leave the car. I went into the little sporting goods store and asked the owner what fly seemed to be doing the best. He said he'd done fine the week-end before with a type of local fly he called a mosquito. So I bought a few. My friend meanwhile had gone across the street to the local hardware store, which also carried fishing gear. He asked the same question and was told a grey hackle yellow was the proper dish.

So, I fished all day with the mosquito; he fished all day with the other totally different fly. We ended up even in trout caught. That evening, for about an hour, just before we headed down the mountain, we tried everything else in the book. The trout didn't seem to care, they took them all.

Which, of course, proves nothing but provides something more to argue about, and those arguments sure help pass the time between fishing trips.

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*Put this
Question
before
Congress
NOW!*



**Why Don't
You
Stabilize
Real Wages**
by returning to the
GOLD COIN STANDARD?

THOSE of us who work for a living—and who doesn't — will be restless and dissatisfied as long as we are paid in dollars of uncertain and fluctuating value. Making plans . . . saving to bring those plans to reality . . . seeing dreams come true — these are essential to human contentment and happiness.

The foundation for security is sound money. There is only one money which fills that description — a medium of exchange which is freely convertible to gold on demand.

When the government seized the people's gold twenty years ago, it withdrew from its citizens their power to control government spending. The stage was set for waste and corruption — financed by a flood of fiat currency which diluted the purchasing power of the dollar.

During that period, a phenomenal increase in industrial productivity partially overcame the effects of the decline in the dollar's real value. As an example — Kennametal, as a tool material, helped increase metal-working productivity as much as 300%. Despite these technological improvements real wages dropped far behind dollar pay.

Friction between management and workers was inevitable. The constant cry for "more money" actually means "for more purchasing power" — to make up for the dollar's deficiency. In other words — for sound money . . .

The President, some of his close Cabinet advisors, members of the Senate and the House have publicly recognized the need for a return to the Gold Coin Standard. Why not take action on it, now?

Return to the Gold Coin Standard will end the bickering which stems from unsound money . . . will create a healthful business atmosphere where American industry, of which Kennametal Inc. is a key enterprise, can achieve greater productivity, and provide more real wages and real benefits to all our people. We must resume without devaluation or delay.

Excerpt from Republican
"Monetary Policy" Plank



KENNAMETAL Inc.
Latrobe, Pa.

WORLD'S LARGEST Independent Manufacturer Whose Facilities are
Devoted Exclusively to Processing and Application of CEMENTED CARBIDES

How would



YOU

have solved this?



NOTE: In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than August 28, 1953. Address your solutions of no more than 500 words to Editor, MANAGE, 321 W. First Street, Dayton 2, Ohio.

HERE IS THE SUPERVISORY PROBLEM FOR AUGUST

64-year-old Will Brown is a salesman employed by Acme Electrical Appliances, Inc., and has been for the past twenty years the top salesman in the firm's sales force. Each year Will walks off with the pin awarded for the best sales record, and his district often wins special sales contests mainly due to his contribution. Although Acme employs many well-trained younger men, none can approach his sales record.

As was stated before, Will is 64 and will reach the 65-year mark in a few months. As the company has a strictly enforced retirement policy which requires employees to be retired on their 65th birthday, Will's superiors are deeply concerned. They feel that they cannot afford to lose such a good man at this time when sales are tightening up. It is true that Will has two "understudies" in his district, but it is very doubtful whether they can keep the district sales up to their present peak without Will.

Physically, there is nothing to prevent Will from working at his job for another ten years, and he has often expressed such a desire. But his superiors feel that by keeping him on they will create trouble as other men reach 65 and must retire involuntarily.

What would you do if you were Will's superiors? Do you think he

should be retired when he reaches the age limit and thereby conform with company policy? Or would you risk the criticism and consequences of breaking policy by keeping him on the job regardless of age, thus keeping your sales organization in tip-top condition?

Here Was the July Supervisory Problem

The Brown City Manufacturing Company many years ago set up a merit system in regard to periodical pay raises for its employees. Under this system, each July and January the supervisor reviews his employees' work records for the preceeding six months and recommends increases for those who have shown through performance that they merit such increases.

In many departments, the supervisors have over the years adjusted the system themselves until now it provides automatic pay raises bi-yearly. This means that in some departments poor workers (but not poor enough for dismissal) get raises, while in other departments, which stick to the letter of law, poor workers get no increase. It also means that despite a better performance, the conscientious employee is often no better off than the one who just slides through.

The head of the wage and salary department of Brown City Manufacturing, realizing this inequality, brought it to the attention of top management whose members are agreed that the system needs revamping to rectify the wrong.

Now the question has come up as to how the inequality can be erased. Many supervisors, when called upon by top management for their opinion,

stated that they believe that automatic raises for all should be instituted as policy. They insist that such raises would be an incentive for all to do better work. They also fear that if the old system is strictly adhered to, some employees will inevitably cry discrimination and the quality of their work will suffer because of a "what's-the-use" attitude.

On the other hand, many other department heads want to stay with the merit system believing it also provides incentive to do better.

The question has also been raised as to whether the departmental supervisors are qualified to judge the merits of their employees because of the element of prejudice. "Hear Sam Jones gave his secretary a raise. My girl Jane is pretty lazy but she's worth two of Sam's girl," or "After all, if Joe Doakes gave some of his machinists raises, I certainly ought to give all my draftsmen more money. My department is so much more important than his."

As a result of these many pro and con opinions solicited from supervisors all over the plant, top management can see advantages and disadvantages to both systems and certainly no uniformity in opinions.

If you were a member of top management of Brown City Manufacturing, which plan would you suggest and why? Who do you think should institute these raises—the immediate supervisor or perhaps the wage and salary department?

JULY WINNERS

Following are the best "solutions" to the supervisory problem of the July issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

Proper Administration

By Larry Wirtz, Clary Multiplier Corporation, San Gabriel, California.

The Brown City Manufacturing Company actually has two problems: (1) whether or not they want to keep the merit system and (2) education and development of its supervisors.

MANAGE August 1953

The merit system, if properly administered, is one of the strongest incentives that management has. It is the most equitable way of rewarding employees for doing a good job. However, in order to have a good merit system, management must set up standards for each job. In this way, they will be able to determine what is a good job.

Merit system reviews should be tempered by length of employment; however, this need not be a major consideration. More important should be quality and quantity of work, morale, dependability, attitude, etc.

The right of the supervisor to institute merit increases should never be taken away. It is one of the most effective tools he has to hold his department together, creating working harmony between himself and his employees. However, until such time as the supervisor should be qualified to handle this tool, the system should be modified. The supervisor should submit increases to the wage and salary department and they, in turn, should measure the employee against preset standards to determine actual quality and quantity of production. The supervisor should be the one to evaluate the employee's attitude, dependability, morale and enthusiasm.

The second problem is one of education and development of the supervisors. This can be handled through monthly foremen's club meetings to which should be invited qualified speakers in employee relations, labor relations, aims and goals of the company, etc., or by round table discussions.

After it has been ascertained that the supervisors can handle the job of taking over the merit system, the standards, etc. should be turned over to them.

Up-To-Date System

By Earl C. Brown, McCall Corporation, Dayton, Ohio.

In all probability the merit system of the Brown City Manufacturing Co. has been in effect for many years and is in need of reviewing and adjusting to present day starting rates and thinking.

Top management should appoint a committee of five or six department heads having as their chairman the supervisor of the wage and salary department. This committee should review the present rates and salaries for similar positions in various departments to see how wide a salary range they have under their present system. After this study has been made, start a system of job evaluation and classification providing as many classifications as the committee deems necessary. They may very easily end up with four or five classifications.

MANAGE August 1953

APEX

production aids

#4

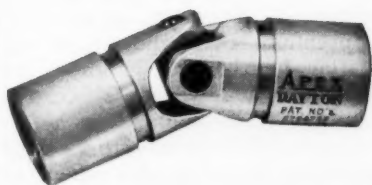
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There should be a starting salary for each classification along with an automatic increase at the end of three, six, nine and twelve months. At the end of one year, the individual should be eligible for promotion to a higher classification where the automatic increases will continue. In case there isn't an opening in a higher classification or the individual isn't qualified for advancement, there should be provided a sum that could be given on merit.

Any merit increases should be given only after careful investigation by the wage and salary department in conjunction with the department head involved. If a system such as this were used by Brown City Manufacturing, all departments would be required to treat increases alike and the employees would know that they were being treated the same as all other employees up to a certain wage level. They would also know that they have an opportunity to earn more than someone in a similar position if they do a more efficient job.

Compromise

By Roy W. Adkins, Consolidated Vultee Aircraft Corporation, San Diego, California.

Since the members of management of Brown City Manufacturing are split on the question of whether raises should be automatic or through merit, the natural solution would be a compromise.

The January raise should be automatic, since that is the best time of the year psychologically for all to receive an increase. Most people have heavier expenses at that time and the New Year wage picture would be brightened by promising to be better than the old.

The July increase should be on merit. The department supervisors should recommend employees for increase and should state why, in his opinion, each employee should be considered. However, the wage and salary department should have the final decision based on the recommendations and reasons of the supervisor. This would eliminate the element of prejudice from entering into the matter.

The January raise would encourage all employees to strive harder toward the goal of another raise in July. The workers who may be disgruntled at not receiving a raise in July have still before the incentive of a sure thing in January.

HONORABLE MENTION—Laurence Sandstedt, Denver, Colorado; Louis DeSilva, Springfield, Illinois; Frank G. Norris, Steubenville, Ohio; John J. Flanagan, Salem, Massachusetts.

COLD WAR ON THE HOME FRONT

(Continued from Page 9)

tive approaches to the individual workmen. They should be appraised of the desire of the company to develop real team-work and to consider them an integral part of the team. This means that they should have frequent information about production needs and schedules, how long present backlogs of orders will last at a given level of production, the possibility of future orders, how workman cooperation increases the probability of continued employment through the securing of new work, how wages must be paid out of production, the relationship between increased production and increased wages, and many other matters. Such information should not be distributed at the shop. Most of it would, of course, be thrown away without being read. If it is sent by first-class mail to each employee at his home address, most of it will be read. The value of one three-cent stamp per week per employee is beyond estimation.

This program, designed to develop a spirit of cooperation and teamwork, will take a long time to bear fruit. It is, however, absolutely essential to a stable industry. It will dispel a general employee feeling of job insecurity and go a long way in creating a feeling of job contentment.

If contented cows give more and better milk, may not contented workmen give more and better work?

Having instituted the simple program suggested above, there are some other steps of more immediate effectiveness. The first must come first.

Next should come the abolishing of the "timing" of jobs. Most timing bears little actual relationship to the time necessary to perform an operation. If a time is set by timing an operation as it is being performed, it should be remembered that there are various ways of slowing it down. If it is set by an attempt to figure out with pencil and paper how much time a job

should take, there will be even less resemblance to reality. So the very fact of time study and job timing defeats the purpose for which it is done.

Timing is looked upon as setting a quota for the day's work. So if the time is twice what it need be (which is the case more frequently than one might suppose) production is cut in half. A workman recently remarked that a day's quota (eight hours) for a particular job could be done in three and one-half hours. A punch press operation timed for one minute actually takes fifteen seconds. A welding operation timed for one hour to one hour and fifteen minutes can be done in thirty minutes. But any attempt to shorten the established time creates resentment. It is evidence that the company is a slave-driver.

Timing isn't needed anyway. A foreman knows whether or not his men are working.

\$\$\$ STIMULATE EMPLOYEES

Incentive pay is an effective method of increasing production. A premium over and above the regular hourly rate is given for production which exceeds a certain amount. This seems to be a fair arrangement as it rewards a good workman out of profits which he has helped to create. It can be applied individually or collectively. The individual workman can be rewarded for a particular job, or a bonus can be divided among the total working force on the basis of total production. Wherever the latter has been tried, the workmen themselves prod the laggards because the failure of one man to produce is costly to the whole group. The men can understand this all right.

Better planning on the part of management in keeping sufficient materials flowing regularly to jobs would aid a great deal. Not infrequently a particular job has to be suspended because certain parts are not in stock. Too often this is the result of management's carelessness.

The problem which we have been discussing is one of wider im-

port than for individual industries alone. It is nation-wide in its scope. For individual industries to attack it would mean only spotty, partial solutions. Although this would help, the problem needs to be met upon the widest possible basis of cooperation between management and labor.

Why not have a truce in this cold war and an attempt to face the problem honestly and squarely for the purpose of solving it on behalf of the common good?

LET'S GET TOGETHER

There are great and powerful organizations which represent those on both sides of this cold war. If these groups, whose interests are really one, cannot get together in a spirit of friendliness to work out a solution which would be good for all, what hope can there be for peace among nations whose interest often seems to be divergent?

A small, highly competent group chosen by the National Association of Manufacturers, the National Chamber of Commerce, the American Federation of Labor and the Committee on Industrial Organization could, after diligent study, recommend courses of action on a national scale. Perhaps one method of action would be instituted in local areas where management and labor would sit down together to study problems which they now face as opposing groups, each being helped to see such problems from the vantage point of the other. Without mutual understanding there can be no solution, and the cold war will go on and on.

Since this matter affects all of us both as consumers and taxpayers, government also has a responsibility in its solution. A legitimate function of government is the promotion of harmony and unity among the elements of the nation. It might well be a part of the job of the Department of Labor to give special attention to the creation of a feeling of responsibility on the part of labor for full production and of harmony in the whole field of labor and management relationships. Someone in the Department who knows something of both sides

of the problem could help both management and labor to understand what it is all about, and spearhead a nation-wide campaign to establish peace and harmony and increase production, thus lowering prices and taxes. Such a person would have to be completely impartial with regard to the two sides involved, being concerned solely with the welfare of the nation.

The resolving of this cold war will mean greater production with factories and machinery now on hand. It will mean lower prices for the consumer, lower government expenditures, lower taxes.

But probably more important than this, it will mean a new and better spirit of harmony and unity between all citizens throughout America.

SPECIALIZED IN-PLANT TRAINING

(Continued from Page 11)

school held away from their place of business. Also, as their interests were along a few specific types of machining problems it was deemed necessary to direct the training material to solution of these problems. The students participated in three groups of 15 men each at three different 2-hour sessions for a total of 6 hours instruction time per man.

By use of the program, expert engineering instruction was secured for all important plant personnel requiring no traveling time or any executive time away from their jobs. It permitted all personnel to be exposed to the same training program.

This was more effective than an alternate method of instruction which proposed sending a few selected personnel away from the plant and after their return having them attempt to impart what they had learned to the rest of their fellow employees.

Future consumer benefits from the use of carbide tools are dependent upon employee education and a cooperative effort directed toward the desired goals. This objective is acquired easier, faster, and much more effectively by Kennametal's in-plant training program.

WHAT ABOUT THE MANAGER AND QUALITY CONTROL ?

(Continued from Page 13)

amount of the product, would generally like to have the very highest degree of quality. It has to meet the customer, listen to his complaints, and sell the product in spite of difficulties.

Not only is the volume of sales promoted by a product of high quality, but the cost of sales effort is greatly decreased; improving the quality may actually reduce the end cost of the product by reducing the cost of selling it.

On the other hand, production is often accused of caring less for the quality of the product today than it did some years ago. This accusation may take the form of the statement that "the workman does not take the pride in his work that he once did." Whether or not this statement is justified, the fact remains that Production always has had and still has, as one of its prime responsibilities, the manufacture of the maximum number of articles at a minimum cost. This bias is sometimes in danger of tak-

ing precedence over an interest in quality. General Management must stand between the two opposing viewpoints. It is, or should be, unbiased toward either pressure and be the logical arbitrating force for making the decision as to quality level.

Not only must management adjudicate the balance between the urge to too high and too low levels of quality, but it must find a way to communicate its decision to production levels. It is scarcely of any significance that a decision has been made, if it is not clearly understood. Communication becomes as important as decision. A lack of understanding of company policy will be reflected either in excessive cost or in lowered income.

Granted that the first responsibility of the manager is to make sure of the clearness of his own thinking, he still must find an effective way to give it expression. It is difficult to see how he can expect cooperation on a program that no one understands. Perhaps there is no greater source of waste of time and effort than a lack of

(Continued on Page 35)

THE CHOICE OF MANAGEMENT MEN

RADIO CITY
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THEATRES



Rates from
 \$3.50 Single
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E. J. BELLEAU
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HOTEL Bryant

on BROADWAY AT 54th STREET
 Ideal accommodations for 500 guests.

Private baths, pressure showers
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SHOPPING
TERMINALS

WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. **MANAGE** offers this objective report of the thinking of organized labor as a special service to management.

● **PRESIDENT GEORGE MEANY** of the AFL declared at a recent meeting of the union's executive committee that the Federation will insist that all affiliated unions conduct their affairs on a higher ethical level than in the past.

● **IBEW-AFL # 1031** recently signed a contract with the Hedco Co., of Chicago, with a clause providing a year's vacation with pay after ten years of service or double pay for any time worked in that year.

● **"THE CWA NEWS"** is highly indignant about a talk made by a corporation doctor in which he said that 25% of the workers in industry are emotionally sick and are therefore mollycoddled by management. The publication seemed to jump to the conclusion that the doctor was calling unionists "nuts."

● **THE AMERICAN FEDERATION OF LABOR** recently came out against the construction of a St. Lawrence Seaway to serve U.S. and Canadian iron ore deposits. The organization shortsightedly pointed to the fact that at the present time the need for steel is slackening.

● **THE COMMUNICATIONS WORKERS OF AMERICA - CIO** are bitterly attacking the Bell Telephone System's forthcoming customer toll dialing. They accuse the company of trying to cut labor costs by instituting such a system.

● **SHORTS ARE NOW BEING WORN** by telephone operators at the Southern Bell Telephone Company as a result of a recent walkout at Gulfport, Mississippi. Bare midriffs are still barred, however.

● **RELIGIOUS SCRUPLES** against joining a union are no bar to enforcement of a union shop agreement, according to a decision handed down

by the U. S. Court of Appeals in New York. The ruling was a victory for the Electrical Workers whose union shop agreement with the Staten Island Rapid Transit Co. was attacked by an employee whose religion prevented him from joining any such organization.

● **PURCHASE OF FIREWATER** contains no element of coercion, according to a recent ruling of the National Labor Relations Board. The Board ruling resulted from a charge by a union that a rival union influenced an election outcome by buying voters a drink or two on the eve of the election.

● **"LABOR" NEWSPAPER** in a recent editorial blasted the "Women's Party" who have been working for the Equal Rights Amendment. They charge that the amendment would abolish all special protections for women which labor unions have gained in the past generations.

● **GENERAL MILLS** has been charged by labor with spreading unfair propaganda in the nation's schools and colleges. The charge resulted from the distribution of a booklet on basic economics by the corporation.

● **CIO INSURANCE WORKERS** will henceforth wear a button or some sort of insignia for recognition purposes. "Life and accident and health and hospitalization insurance should be purchased by union labor, from union insurance agents only," the union warns.

● **ANNOYED COMMUNICATION WORKERS** at Seminole, Oklahoma, recently went out on strike because of the "loud-mouthed tactics" of their supervisor. "You can hear her from one end of the switchboard to the other," the steward explained.

WHAT ABOUT THE MANAGER AND QUALITY CONTROL ?

(Continued from Page 33)

decision on the level of quality, or in a lack of its clear enunciation.

It is our belief that lack of understanding about the whole field of Statistical Quality Control is partly because its place as a device for information has been too little emphasized. In fact, this role of Statistical Quality Control is often not understood by the Quality Control technician himself. It is not too surprising that industry is not more clear on what the role of Statistical Quality Control really is, or can be.

Quality Control Analysis and Control Charts have been increasingly used by management both for the purpose of communicating to the plant and obtaining information from it. Where skillfully used, they have been very successful.

Part of the power of statistics as a communication device rises from the fact that people tend to like statistical information and to trust it. They feel that information conveyed in statistical form is more exact. Statistics remains the "handmaid" of nearly every field of human effort from that of the storekeeper to the gambler, from the accountant to the atomic and biological scientist.

But that presentation of materials must be on the level of the recipient of the information. Then both management and operating personnel have the right to judge the excellence of statistical services to Quality Control on the criterion of its usefulness for communication.

Step up Production
with **TTC**



STRAP CLAMP
STUD SETS
STEP BLOCKS

write for free illustrated catalog
TIETZMANN TOOL CORP.

If the manager does not get a better picture of the shop through Quality Control, and if the shop does not understand more clearly what is expected of it, then Quality Control is failing in one of its chief functions.

BROTHER, IT'S UP TO YOU!

(Continued from Page 17)

I have seen, also, the beginning of what I think is a trend to return to the foreman some of the prerogatives which were taken away from him in the turbulence which followed the passage of the Wagner Act. You will remember, I mentioned that the laws and interpretations were so confusing then that many staff departments were set up to administer industrial relations, which had formerly been within the province of the line supervisor. It is now my observation that, without returning to the old days when the foreman was the autocrat of his own department, there is increasing evidence that the voice of the line supervisor is being given greater consideration in establishing policies and practices within the organization.

In my own mind there has never been any question but what the foreman must be a member of the management team. I feel that much of the present difficulty now lies within the foreman himself. I have become firmly convinced that most of it arises from the fact that those who do not feel that they are part of management have not yet learned to act as if they were a part of management, and, hence, do not think of themselves as a part of management. There is no magic wand which can be waved by executives that will make a foreman a part of the management team. The upper levels of supervision may create a favorable climate, they may put the welcome mat at the door, but until the foreman himself steps over it and into the management house, he will never really be a part of management. Over the past few years many of the doubting foremen have walked through that door and are now clearly affiliated with the managerial group. However, some still

STRICTLY BUSINESS

by McFeaters



"Let's see your musicians union card!"

stand reluctantly on the threshold, unable to bring themselves to enter the house.

It is very easy to say: "Think like management, act like management, and talk like management." But what does this really mean? How should management men think, act, and talk? What are the characteristics that distinguish the members of the managerial group from those of the hourly workers?

First, and I think foremost, of the characteristics of management is a clear identification of his interests with those of the enterprise with which he is connected. He should feel strongly that his whole future and security are bound up with the welfare, future and security of the business of which he is a part.

Another characteristic of the management man is that he has confidence in himself, in his fellow supervisors, and in the entire management group in his company. This does not mean that he must blind himself to the weaknesses he sees in himself and in his fellow workers. He may recognize these, but have the confidence that by mutual, interdependent action the faults and difficulties can be corrected, and the organization as a whole becomes successful.

The good management man has a strong sense of loyalty not only

(Continued on Page 36)

BROTHER IT'S UP TO YOU !

(Continued from Page 35)

to the company, but also to each individual in the management family. He is particularly careful in his dealings with his own hourly workers to administer fairly, but fully, company rules. If he has criticisms of fellow supervisors, he is careful not to air them within the hearing of hourly men. If he has criticism of his superiors, he does not talk about it to his fellow supervisors, but takes it through channels up the line to try and have it corrected, or to learn the reasons why the situation is as it is.

In the community the good management man takes pride in being a member of the supervisory team of his company. He participates in community activities to the extent which his abilities and time permit. When he does so, he does it out of recognition that when he and his fellow management people are good citizens in the community, his company will also be known as a good citizen in the community. The opposite side of the coin is that the good management man is careful of his behavior in the community so as not, in any way, to reflect discredit upon himself or his company.

Another prominent characteristic of management people is a powerful drive to get ahead on the job, and in the organization. This ambition is usually exhibited most strongly in the efforts the man takes for self improvement. In this characteristic, perhaps more than in any other, do we find a real differentiation between hourly workers and men of management. The hourly worker is content to repeat day by day the same kind of work—whether it be at the level of the skilled craftsman or the common laborer. On the other hand, the management-minded man has constantly before him, both on the job, and in off-hours, the thought of how to do his present job better, and how to prepare himself for increased responsibilities.

To sum up, briefly, the foreman has been in a particularly difficult position during the past 20 years.

The pendulum is now swinging back, and once more the job of line supervisor is being recognized for the important link it is between hourly workers and the top management. We are now at the stage where a part of the burden of integrating the foreman into the company organization depends on how he, himself, behaves. The door to full membership in the management family is open, but he must walk through it himself. Only when he is sure of it in his own mind, will the foreman really be a part of management.

STRICTLY BUSINESS

by McFadden



"There's a bonus with your pay this month. Henry—it's called a 'Severance Check!' "

WASHINGTON REPORT FOR SUPERVISORS

(Continued from Page 19)

proximately 600,000 homes have been destroyed with war damage adding up to about a billion dollars.

"Despite this frightful toll, the crusading spirit of President Rhee has inspired the people with an amazing courage, fortitude, and will to fight Communist aggression, with a spirit unexcelled in any other country of the world," said Robertson.

"The Korean army, equipped by us, holding two-thirds of the battlefield, is the largest, best-trained anti-Communist army in Asia. Such indomitable spirit and

such an army are powerful assets to be preserved, not destroyed."

Although midnight oil is being burned on Capitol Hill and legislators are concentrating on "must" legislation so Congress can adjourn before dog-days come to Washington, California's Rep. James B. Utt took time out to ponder the evils of Communism.

Rep. Utt said the Russian people lost most of their freedoms and became a nation of slaves through revolution while the American people won freedoms which enabled this country to grow into the most powerful, yet most benevolent country on earth.

"It seems incredible that the comparatively minor noble aspects of Communism can so completely blind so many of our people who have enjoyed the luxuries of our American way of life," said Utt.

Pointing up the difference in results of the American and Russian revolutions, Utt remarked that while most of the leaders of the Russian revolution were destroyed by the government they brought into being, all the leaders of the American revolution "held positions of honor throughout their lives, bestowed upon them by a grateful nation."

Joke of the month: Rep. Norris Cotton of New Hampshire tells the tale of one of his associates who was entertaining an enthusiastic constituent who had been raving about the wonders, glories, and sights of the Capital until he became restive and conscious of duties awaiting him. Finally, in an effort to check the deluge of gush he cocked his ear and said: "I think I heard a quorum call." Said the lady: "I'm sure you did. Isn't it wonderful that you have so many lovely birds here?"

In the maternity ward of a Los Angeles hospital, the anxious father-to-be jumped from his chair each time the nurse opened the door to make an announcement.

When the door opened again and the nurse said to the man in the corner, "Mr. Jones, you have a lovely little daughter," Mr. Anxious dashed toward the girl in white. "Why don't you wait on me?" he bellowed. "I was here before he was!"

MANAGE August 1953

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

Big Catalog of Screwdriving Tools

A new 60-page catalog containing complete specifications, prices and illustrations on production screwdriving tools has just been issued by **The Apex Machine & Tool Co.**

Catalog 21 lists the complete Apex line of bit holders and insert bits, power bits, hand drivers, offset drivers and finder sleeve assemblies. Bit holders and power bits are offered in a variety of shank types and sizes to fit all principal makes of air, electric and spiral drivers. Apex screwdriving tools are available for use with Phillips, Frearson (Reed & Prince), Slotted, Clutch Head and Socket Head (allen type) screws, and with Hex Head sheet metal screws.

Combination tools, comprised of Apex hand drivers, service drive bit holders and insert bits, and Apex sockets, are also fully described in the new catalog. For your copy—

Note: Because of the comprehensive nature of this book, Apex has asked that all requests be on company letterhead giving your name and title. Please just attach it to your coupon and circle 801.

CIRCLE 801 ON SERVICE COUPON

Something for Your Wife

Believed to be the first complete guide to the laundering of both synthetic and natural fabrics, "Modern Fabrics and How to Launder Them," has just been completed in booklet form and is now being distributed, according to John M. Crouse, sales manager of **Whirlpool Corporation**.

The result of nearly a year of study and testing by the Whirlpool research laboratories in conjunction with home economist Leone Rutledge Carroll and several other nationally known home specialists, the two-color booklet with full-color cover describes in chart form how to launder the latest synthetic fabrics as well as such familiar natural fibers as cotton, silk and wool. The fabrics treated are Acetates, Acrilan, Dacron, Dynel, Nylon, Orlon, Rayon, Vicara, Cotton, Linen, Silk and Wool. For a copy free—

CIRCLE 802 ON SERVICE COUPON

Two Inspection Aids

A new Indicator Height Gage and an Adjustable Inspection Block that provide for faster, more accurate precision inspection and layout work have been developed by **Tietzmann Tool Corp.** The Indicator Height Gage, set to master parts or standard gage blocks, is a precision instrument which can be quickly adjusted to approximate height and positively locked in place. Final adjustments can be made in millionths of an inch with one hand in a fraction of the time needed by present methods.

The new Adjustable Inspection Block greatly reduces inspection time by eliminating time-consuming trial and error readings of the height gage. It is adjustable in millionths of an inch through a range of .250" vertically. The large, 1 1/4" diameter anvil is quickly raised or lowered with a micrometer thread knurled thumb screw assuring quick, positive setting without bumping or tapping. Top and bottom surfaces of block and surface of anvil are ground and lapped perfectly parallel to assure utmost accuracy. For more info—

CIRCLE 803 ON SERVICE COUPON

To Help Your Handling

A new model in the **Palletainer** line of hand-

ling units for production, shipping and storage operations has been introduced by **Union Steel Products Company**.

Named "Hi-Lode," the new unit provides extra capacity for bulky materials through elimination from the undercarriage of center legs and leg braces. Loads can now be heaped well above the top rod. Malleable steel corner legs and new frame design of interlocked U-channel beams assure rigidity and solidity in stacking. For additional data—

CIRCLE 804 ON SERVICE COUPON

Three Training Films Free

Another **South Bend Lathe Works** service, motion pictures for training lathe operators, is described in **Bulletin 5230**. Three 16mm. sound films in full color are supplied on free loan to industrial firms, educational institutions and the armed forces.

The films make a series. First, **THE METAL-WORKING LATHE**, introduces the lathe to the beginner. In this film basic lathe parts and operations are presented. The second, **PLAIN TURNING**, shows all operations necessary to machine a shaft. Film three, **GRINDING CUTTER BITS**, portrays the correct way to grind tools for different lathe operations. Showing time for each film is approximately 20 minutes. For Bulletin 5230—

CIRCLE 805 ON SERVICE COUPON

Something for Marking

Throw away the glue pot and those messy labels (also the stencil and brush) if that's what you are using, for shipping or other information on your containers. The new **Web-O-Print JC3** hand printer and **Kustom-Kut** (die cut) stencil combination prints this information direct to containers, saving waste motion and messy handling.

The Kustom-Kut stencils are pre-cut to print a facsimile label or form, variable information like address, order number, code number, etc., can be filled in with typewriter or by hand with a stylus, then quickly placed on the JC-3 hand printer and your worker using a

rocking motion can address or mark 25 to 40 cartons per minute.

It's ideal for your shipping operations and would be handy in any department where marking is required. Learn more about this—

CIRCLE 806 ON SERVICE COUPON

New Literature Offered

807—The National Safety Council's new "Handbook of Accident Prevention for Business and Industry" is a convenient safety guide for the manager of a small business or the supervisor of a department in a large organization. The 94-page handbook shows how to set up and maintain a safety program. Detailed information is included on subjects such as plant lay-outs, materials handling, housekeeping, machine guarding, electrical hazards, pressure vessel hazards, first aid, fire prevention and personal protective equipment. (Not free but information on price, etc., will be sent to you.)

808—Salt tablet dispensers, both permanent and throw-away types, and salt tablets and combination tablets are described in a new two-page bulletin from **Mine Safety Appliances Company**. Just the thing to beat the heat. Helps your "human relations" and production.

809—Information Bulletin 374 will be sent to you by **Abbeon Supply Company**. Tells all about dehumidification in industry and at home. Interesting to know especially in hot weather.

Literature Offered in Ads

The most complete catalog on universal joints on the market is Catalog No. 27 offered by **Apex Machine and Tool Company**. (See Page 31).

CIRCLE A821 ON SERVICE COUPON

Tietzmann Tool Corp. (see page 35) will send descriptive sheets covering stud sets, step blocks, Indicator Height Gages and a full line of tool room accessories.

CIRCLE A822 ON SERVICE COUPON

Note: Inquiries for the items listed above will not be serviced beyond Sept. 30.

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HAIL THE ELECTRONIC FOREMAN!

(Continued from Page 21)

them benefits, too. But mostly they will be in the form of better designed and thereby more easily produced products rather than in completely automatic operation.

Technical improvements will, of course, provide more and more machines that work with relatively little attention. As one writer, Norbert Wiener, said: "It is a degradation to a human being to chain him to an oar and use him as a source of power; but it is an almost equal degradation to assign him purely repetitive tasks in a factory, which demand less than a millionth of his brainpower."

We agree with Mr. Norbert. When you do away with the nut-tightening jobs on the production line you still have jobs requiring high skills found only in the best men. And as long as there are men, they will need some direction, some supervision. And as long as—but why go on?

No electronic whiz kid is going to replace the foreman. Like that or lump it, Mr. Jetspur!

BOOK REVIEW

(Continued from Page 25)

can read through the book with complete understanding.

Chapter three of the industrialist's book is titled "Unions Never Lose" and he begins it with this paragraph:

"In trying to think his way through the problems of the day, the businessman might just as well tackle the tough ones first and make up his mind what he thinks about labor unions. They are here to stay, and if he doesn't like them as they are he might as well face the fact that they knew what they wanted and got a lot of things done while he was still content to be profane and say he would have no truck with them; and that they are still ahead of him in knowing what they want and getting things done. This will go on until he makes up his mind as to what is good and what is bad about them, and accepts the good and resists the bad with might and main."

Mr. Randall's philosophy for management in preserving the free enterprise system is one of give and take, and one of open-mindedness and fair-play. He admits he can hardly speak of the activities of organized labor without bias, because he has found the activities of the groups never reflect the will of the members—only the "inner circles." ("The thoughtful worker who doesn't want to strike stays away from the (union) meeting, for it isn't healthy to be labeled a management stooge.")

"Unions are to here to stay," Mr. Randall writes, "and we must accept them honestly as a permanent part of our industrial organization. Our antipathy to the things about them which we criticize must not blind us to the great values which they can contribute to our country when they with equal honesty accept the free enterprise system as something worth fighting to preserve. They can become dynamic outposts of our American democracy if they will lift their sights and accept responsibility coextensive with their present power. Within their ranks, and wearing their buttons proudly, are as fine Americans as can be found anywhere. As individuals they are almost universally hard-working good citizens. And this leads one to venture the hope that their collective conduct may soon reflect the sum total of the instinctive rightmindedness they are seen to possess when observed just as people."

PLANNING TO MOVE?

If your mailing address is being changed for any reason, please let **MANAGE** know so we can keep your copies coming to you every month. If you are anticipating a move, please advise us of your new address just as soon as possible—and allow thirty days for the change to become effective.

Every month, **MANAGE** pays return postage on dozens of copies of the magazine which come back to Dayton because the subscriber has not aided us in keeping his address-plate up to date. These magazines never reach the subscribers.

Don't miss a single issue . . . keep us informed where you are and where you're planning to move.

sess when observed just as people."

On the much discussed "closed-shop" issue, Mr. Randall reiterates his previously-expressed view that: "The choice of whether to join or not to join a union should lie strictly with the individual worker."

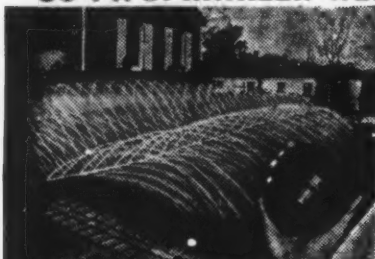
Organized labor gets its nose skinned several times in Mr. Randall's book. Discussing "The Boss" in a chapter by that name, he says that management groups of large companies with many distant plants are having difficult times fulfilling their responsibilities of industrial leadership of their employees—but, Mr. Randall says:

"Organized labor, of course, is against us on this. Completely unashamed they seek a monopoly over all relationships with the worker. Though sometimes giving lip service to free enterprise in public speeches, they seek constantly to destroy the leadership upon which it rests. Steady pressure is exerted nowadays in collective bargaining by the labor professionals to enhance their own power by limiting that of management. They seek a veto power on all decisions. They want to determine who shall work at what job or who shall be hired at all for that matter, and they wish to be the sole judges of who shall be dismissed. They want no flow of ideas from the top down in a company, and none from the bottom up except as the ideas come through them, in order that a price may be exacted . . ."

As a group, executive management will not be too pleased with Mr. Randall's book because they will feel he combines too much "Randall the philosopher" with "Randall the steel company president." They might agree with what he says in principle, but object seriously to his saying it in front of organized labor, the Federal government, and—well, just everybody. The front lines of the management profession will laud the book, however, because in these men's daily associations with labor, the community, the government, and young men just out of college, they know the need for the management profession to be introspective along with being objective in its thinking.

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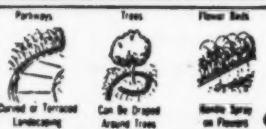
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The taxi driver turned the corner on two wheels and almost skidded into a snow bank.

"Don't worry, lady," he said to his fare. "I ain't gonna land in no hospital after being in one eighteen months overseas."

"Oh, you poor boy," she sympathized. "Were you seriously wounded?"

"No, ma'am," he replied. I was a mental case."

Lots of labor-saving devices have been invented for women, but none are as popular as a husband with plenty of money.

The pharmacist had to speak forcefully to the man loitering in the store. "No smoking, please."

"But I just bought the cigar here."

"Look," pleaded the pharmacist, "we also sell cathartics here, but you can't enjoy them on the premises."

A factory owner took a personal interest in all his employees from the janitor to the vice president. One day he entered the business office and saw a man who was unfamiliar to him counting a thick wad of cash.

"Where did you get your financial training, young man," he asked.

"Yale," the man answered.

The boss, a great believer in higher education, was pleased. "Good," he said, "and what's your name?"

"Yackson," came the reply.

"And what are you going to do when you get as big as your mother, Michael?" the lady visitor asked her hostess's little son.

"Diet," answered the boy.

"My husband talks in his sleep—does yours?"

"No. He's terribly annoying—he just chuckles."

Mother: "Joey, come and kiss your new governess."

Joey: "No Ma'am!"

Mother: "Joey, now don't be rude; come and kiss the nice lady."

Joey: "Uh uh!"

Mother: "Why?"

Joey: "I saw Daddy kiss her and she slapped his face."

One evening a gentleman was leading a large green and purple dragon down Main Street. They were getting along very well together, when suddenly the dragon began hopping around, jumping up on passers-by, and generally being a nuisance.

The gentleman stood it for just so long. Then he said sternly, "Listen here; if you don't behave yourself, I'll take a Bromo-Seltzer, and then where will you be?"

And then there was the story about the minister who had the seats in his church wired so that by merely pushing a button in the pulpit each would be charged with electricity. When he called his congregation together, he said, "All those willing to contribute stand up."

He pressed the button; the wires were charged; everyone bolted upward. That is, all but one chap. He was a Scotsman, who was electrocuted.

Maybe it's a good thing that men don't understand women—because women understand women and don't like them.

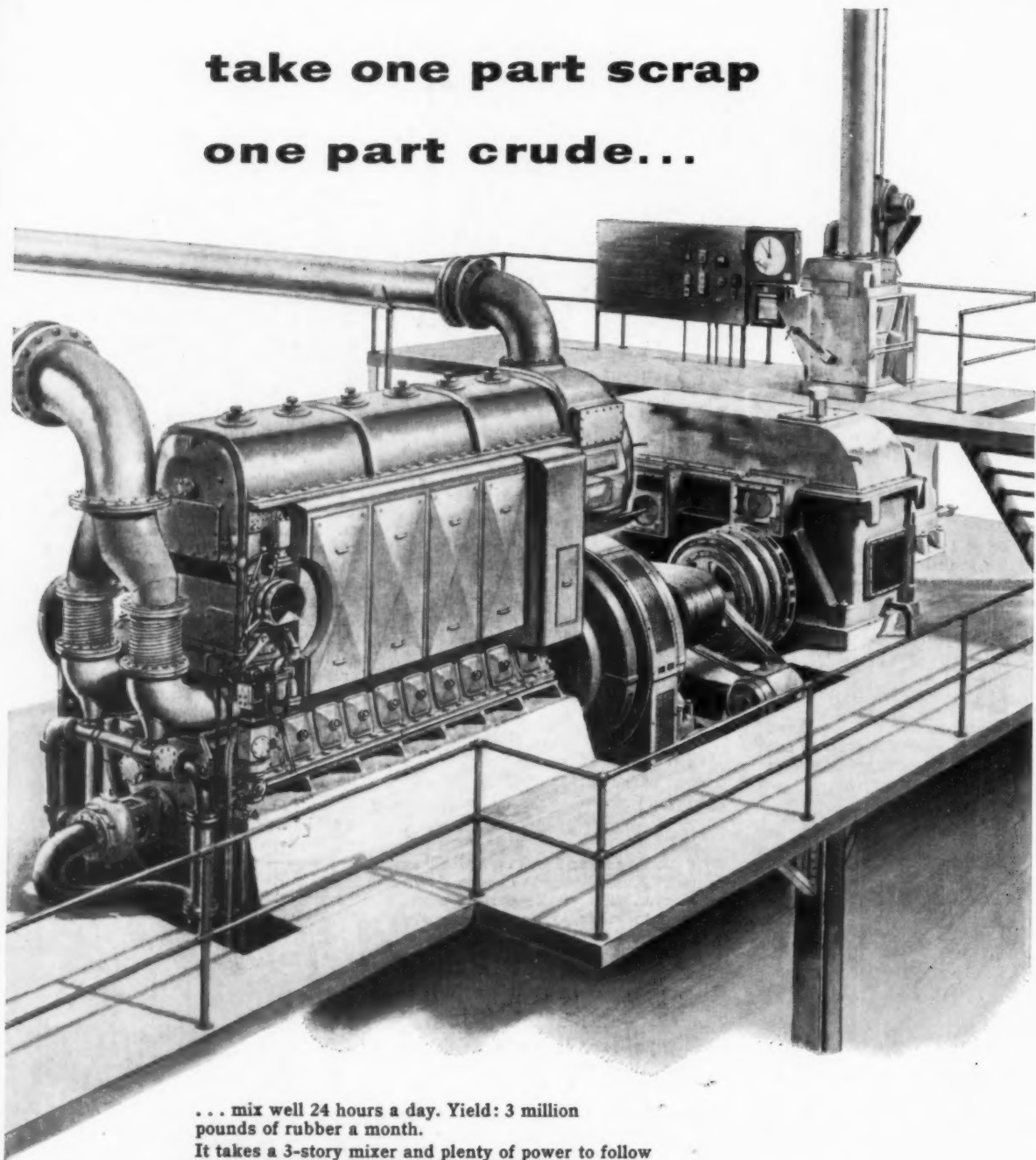
For many years there came to town regularly a wagon filled with farm produce. Its owners had risen with the chickens and driven in from the country to bring their patrons dew fresh vegetables and full cream butter. On the slightest excuse the man would describe his various ailments in detail, but his wife's favorite theme was always her children. She was a woman of bounding energy, salty philosophy, and numerous progeny. Knowing of her family cares one of the patrons said to her: "Aren't so many children a great deal of trouble?"

"No," she replied, "not trouble, a bother perhaps sometimes, but never trouble. You see trouble is on the heart, but bother is only on the hands."



"So then he shez to me. Joe, you have no ideas of your own. We're gonna have to replace you with a man who has some imagination!"

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